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CHAPTER TWO INTERNAL INFORMATION

0200 REFERENCES

- a. U. S. Naval Regulations, 1973. Charges commanding officers with the responsibility for the morale and esprit of the personnel of their command, thus linking positive leadership with a sound internal information effort.
- b. DoD Instruction 5120.20R of 1 February 1988 (NOTAL). [Subject: (R) Armed Forces Radio and Television Service (AFRTS)] Basic directive.
- c. DoD Directive 5120.4 of 14 November 1984 (NOTAL). (Subject: DoD Newspapers and Civilian Enterprise Publications) Promulgates policy and guidelines governing military newspapers and civilian enterprise publications.
- d. DoD Directive 5120.43 of 8 April 1977 (NOTAL). (Subject: Department of Defense Periodicals) Policy on periodicals such as pamphlets and brochures.
- e. SECNAVINST 1700.10C. [Subject: American Forces Radio and Television Service (AFRTS)] Governing directive for AFRTS in the Department of the Navy.
- f. NAVBCSTSVC 3120.1B of 1 October 1987 (NOTAL). (Subject: The Standard Organization and Regulations Manual of the Navy Broadcasting Service) Provides guidance and direction on detachment operation, administration and all matters involving programming and broadcasting.
- g. NAVSO P-1000 (NOTAL). (Subject: Navy Publications and Printing Regulations) Basic policy and procedures.
- h. MCO P5720.61 (NOTAL). (Subject: Marine Corps Public Affairs Manual) Policy and procedures for internal information in the Marine Corps.
- i. DoD Directive 1325.6 of 12 SEP 69 (NOTAL). (Subject: Guidelines for Handling Dissident and Protest Activities among Members of the Armed Forces) Authorizes commanders to prohibit on-base distribution of material that may promote such activity.
- j. DoD Directive 1000.4 of 25 NOV 80 (NOTAL). (Subject: Federal Voting Assistance Program)
- k. DoD Instruction 1100.13 of 9 NOV 78 (NOTAL). (Subject: Surveys of Department of Defense Personnel)
- l. OPNAV Instruction 1750.1B of 6 AUG 1986. (Subject: Navy Family Ombudsman Program) Provides guidance on selection and training of unit ombudsmen. (A)

0201 ROLE OF INTERNAL INFORMATION

a. General. Internal information, one of the three functional applications of public affairs, is the means by which an organization establishes, maintains and employs two-way communication channels. Internal information unifies leadership and the people of the organization. All elements of a command, down to the Marine rifle squad or the shipboard workcenter, engage in some form of internal

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information activity, from “passing the word” at quarters or assembly to suggesting a notice for the Plan of the Day. Active duty Navy and Marine Corps personnel, their families, Naval Reserve and Marine Corps Reserve personnel, Navy and Marine Corps civilian employees and the retired community comprise the five-part DON internal audience.

b. Internal Information: Essential to Readiness and Retention. Reference (a) enjoins commanders to “use all proper means to foster high morale” and to ensure command effectiveness for war or other assigned missions. A command’s internal information program directly enhances personnel readiness when properly supported by commanders and effectively implemented by the chain of command. Virtually all individuals in key leadership positions must be involved in the program, with public affairs personnel coordinating formal plan development and individual projects which require specialized communication skills and carefully directed effort. The purpose of internal information in DON is to enhance personnel readiness and retention by:

(1) Giving purpose to the effort and sacrifice of Navy and Marine Corps personnel and their families so they understand their function in support of the Maritime Strategy;

(2) Satisfying the information needs of Navy and Marine Corps personnel and their families as informed citizens, with special emphasis on those serving in remote and isolated duty stations and those in ships;

(3) Providing professional and career-related information;

(4) Fostering the adoption of positive lifestyles through programs that recognize and reinforce personal excellence;

(5) Enhancing quality of life.

c. Navy Family Internal Relations/Ombudsmen. Commands need to keep Navy families informed as part of the normal internal relations program. Most commanders use the command ombudsmen as the key link to Navy families. Other family internal relations tools are the officer and enlisted spouse clubs, telephone trees, and a “hotline” with recorded information messages. Local Navy Family Services Centers (FSCs) are also a valuable link in the family communication network, providing, among other things, many types of personal counseling, child development classes, budget counseling and ombudsman training. FSC-sponsored training is highly recommended for all command ombudsmen. Reference (1) provides guidance on the selection, training and employment of unit ombudsmen. (A

0202 OVERALL INTERNAL INFORMATION RESPONSIBILITIES AND ORGANIZATION

a. Overall Defense Department Organization. Throughout DoD, there is recognition of the indispensable role of internal information, as a component of public affairs planning and activity and in all aspects of planning and operations. An informed military is essential in a democratic society.

(1) The Assistant Secretary of Defense (Public Affairs) [ASD(PA)] provides policy and operational direction to the Director, American Forces Information Service (AFIS), for the management and operation of the Armed (formerly American) Forces Radio and Television Service (AFRTS) and the American Forces Press and Publications Service (AFPPS). In addition, ASD(PA) issues directive-type memoranda and policy guidance to AFRTS centralized management elements within the Military Departments. For both electronic and print media, AFIS issues instructional-type memoranda and provides policy guidance to the Military Departments for DoD-approved programs.

(2) AFIS develops and oversees the implementation of policies and procedures for the management and operation of the AFPPS and the AFRTS broadcasting activities of the Department of Defense. AFIS is a jointly-manned, DoD activity which provides internal information products to armed forces activities. The Director, AFIS, also serves as Director of AFRTS and performs the following functions:

(a) Designates geographic areas of responsibility for the operation of Military Department AFRTS outlets, and exercises program management control of AFRTS;

(b) Develops and oversees the implementation of policies and procedures pertaining to the management and operation of radio and television outlets and activities, including the provisions of reference (b);

(c) Establishes guidelines for, and authorizes the establishment of, new AFRTS stations, the disestablishment of existing stations, and the configuration of broadcast networks;

(d) Reviews and concurs or nonconcurs in the selection of network commanders;

(e) Negotiates for, acquires and provides commercial program materials, including a free flow of general and military news, sports and current events programs;

(f) Ensures a free flow of information and entertainment programming to overseas DoD personnel and their family members without censorship, propagandizing or manipulation;

(g) Ensures that DoD broadcast activities are in conformance with host country rules and regulations, Federal Communications Commission requirements, and the radio and television codes of the National Association of Broadcasters and the recommended practices of the National Cable Television Association;

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(h) Develops, produces or procures spot announcements and public service announcements (PSAs) in support of the DoD internal information program;

(i) Exercises control over the American Forces Press and Publications Service (AFPPS);

(j) Develops and oversees the implementation of policies and procedures pertaining to the management, content and publication of periodicals, pamphlets, armed forces newspapers and civilian enterprise publications, including the provisions of references (c) and (d);

(k) Serves as DoD point of contact in the United States for Unified Command newspaper editorial and business policy, business guidance and assistance and other matters;

(l) Serves as DoD point of contact with the Congressional Joint Committee on Printing and other Congressional entities for matters pertaining to DoD periodicals, armed forces newspapers and civilian enterprise publications;

(m) Develops, publishes and identifies for purchase appropriate internal information materials of a DoD-wide, joint interest nature;

(n) Furnishes the following materials (through AFRTS or AFPPS) to military activities that have demonstrated the need for and capability to utilize the products):

1. AFRTS programming;

2. Press and Art Pack (a weekly package of camera-ready articles, artwork and screened photographs for editors of military newspapers throughout DoD. Each "Press Pack" contains articles which address major internal information subject areas, such as: military benefits, health and medical care, military heritage, citizenship and voting, DoD missions, drug and alcohol abuse, overseas service, retention, safety, education and training, equal opportunity, standards of conduct and others.

b. Overall Department of the Navy Organization. Internal communication systems available to the officer in command vary with ship type and level within the chain of command. Regardless of the sophistication of a command's communication system, the need to communicate remains a priority matter. Articles 0702 and 0727 of reference (a) state that commanders and commanding officers shall exercise leadership, pay judicious attention to the welfare of their personnel and use all appropriate means at their disposal to foster high morale and team spirit. In carrying out this responsibility, officers in command subject to this regulation shall:

(1) Establish and implement a positive, aggressive and two-way internal information program and enunciate internal information objectives for the command;

(2) Implement this program through an internal information plan that is tailored to the command's mission, internal communication goals, unique audience and communication capabilities;

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(3) Be personally involved in both long-term planning and day-to-day monitoring of the internal information effort;

(4) Maintain close, routine liaison with the officer or senior enlisted member assigned public affairs duties to ensure the ongoing internal information plan conforms to command requirements.

(5) Keep the Chief of Information (CHINFO) or the Director of Public Affairs (DIRPA) informed, via the chain of command, of significant local occurrences and lessons learned in internal information for application throughout the Navy or Marine Corps.

c. Navy Organization. Top level responsibility for internal communication and policy guidance is vested in two organizations; the Navy Internal Relations Activity (NIRA) and the Navy Broadcasting Service (NBS). Under the supervision of CHINFO, these organizations generate products while CHINFO generates policy. NIRA produces Navy-wide internal print media and recommends broad internal information policy to CHINFO and serves as liaison to American Forces Information Service (AFIS), recommending policy in matters of Navy funded and civilian enterprise newspapers. NBS is the Department of the Navy's agent for AFRTS matters, providing video products and broadcast systems for a wide variety of applications afloat and ashore and recommending broadcast and cable television policy to CHINFO. (A)

(1) NIRA's commanding officer plans and executes those functions (less broadcasting) necessary to ensure two-way communication between Navy policy makers and the five-part Navy internal audience. NIRA is a second echelon command directly under the Chief of Naval Operations. It has two detachments; Norfolk, Va. and San Diego, Calif. NIRA produces the following:

(a) **Captain's Call Kits.** A captain's call is an organized information exchange between the commander or commanding officer of a ship or unit and the people of that command. Interpersonal contact, two-way communication and near-instant opportunity to clarify misunderstandings are among its advantages over other forms of communication. To be successful, captain's calls must be held frequently to enable both captain and crew to adapt to this form of communication. The materials are designed for use at captain's calls, on bulletin boards, in station newspapers, or in plans of the day. They can also be copied for wider distribution. (A)

(b) **Navy News Service.** The Navy News Service is a weekly AIG message originated by NIRA which contains official, authoritative news and information about naval operations, policy and accomplishments. The Navy's equivalent of a news wire, the news service can be used "as is" and placed directly into unit print media or used as reader copy for broadcast purposes. The news service is often the first word on fast-breaking Navy news and, because it is transmitted throughout the fleet by message, it is brief. Topics covered in the News Service are often expanded in other NIRA and NBS print and broadcast products.

(c) **Navy Editor Service.** The Navy Editor Service (NES) is a monthly offering of expanded Navy news features and line art for use by print media editors throughout the Navy. Navy editors often employ NES news coverage as a starting point for a larger story with local emphasis. NES is a free subscription service. A command must request NES to receive it.

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(d) **All Hands.** All Hands is the official magazine of the Navy and the flagship of Navy internal information publications. It is printed with a 1:7 copy to reader ratio. Public affairs personnel should ensure that it is widely distributed throughout the command and encourage personnel to "pass a copy along" when finished reading. Articles are authoritative, photography high quality and coverage comprehensive. As an authoritative product, All Hands plays a role in individual unit internal information programs. Examples are:

1. Cross promotion. At minimum, a command's internal information media can promote a new issue of All Hands or one the command feels is particularly important due, for example, to topics treated. The cross promotion can be done in numerous ways--reader copy during a local newscast, spot announcement, brief display "ad" listing one or more appealing features, etc.

2. Departure point for discussions. Prior to a captain's call with portions of the internal audience (i.e., chief petty officers, junior officers, etc.), that segment of the audience can be asked to read a particular feature in All Hands which is of interest to the commanding officer.

3. Retention-oriented uses. Command career counselors may find it useful to retain portions of All Hands which focus particularly on ratings, schools, duty locations, etc.

4. Localization. The command's public affairs staff can take All Hands features one step further by "localizing" the topic, (i.e., determining its impact or influence on the people of the command).

5. Writing for Publication. Local editors and PAOs should confer on occasion with the editor of All Hands when they believe a local story can be of value to the Navy-wide audience. All Hands can advise the local command of current requirements, writer guidelines and photographic requirements.

R) (e) **NAVY FAMILY LIFELINE**. A quarterly newspaper containing educational and informative articles and feature stories, LIFELINE is of special interest to spouses and families. More than 165,000 copies of LIFELINE are distributed quarterly to commissaries, exchanges, ombudsmen, medical treatment facilities and the Wifeline Association.

(f) **Information for your use.** A monthly information package summarizing the latest Navy policies and news items, Information for your use is distributed to approximately 4,200 influential retirees and reservists. The package contains recent speeches by top Navy officials and other information.

(g) **Report to the Congress.** An annual report containing overall mission and budget summary as presented to the Congress by SECNAV, CNO and CMC.

(h) **Public Affairs Planning Guide.** A unique calendar designed to help editors and public affairs staffs keep track of key events. More than 6,000 copies are distributed at the beginning of each calendar year.

(2) The Director, NAVBCSTSVC, executes CHINFO's responsibility to manage DON AFRTS outlets in accordance with

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reference (e). As the central management element for AFRTS in the Navy and Marine Corps, NAVBCSTSVC provides a unique, compelling vehicle for internal information to the local commander.

(a) Reference (d) enjoins Navy and Marine Corps commanders to employ AFRTS facilities, including the Shipboard Information, Training and Entertainment (SITE) system in ships, on a regular basis to communicate with personnel under their command. SITE systems installed in amphibious ships are also intended to serve as a means for Marine commanders to communicate with embarked Marines.

(b) SITE operators and the officers or petty officers in charge of Navy Broadcasting Service Detachments will provide air time and production assistance to their commanders to achieve local internal information objectives as well as the objectives of superiors in the chain.

(c) To facilitate production that directly supports the internal information objectives of the local commander, Navy or Marine Corps personnel in charge of Navy Broadcasting Service Detachments should be fully integrated into the planning activities of the local senior commander. See reference (f).

(d) In addition to command internal information, Navy Broadcasting Service outlets provide news and entertainment programming to active duty military personnel and their families through production of local news and airing of program materials provided by the AFRTS Broadcast Center, Los Angeles, California.

(e) In addition to coordinating assembly and distribution of broadcast systems, Navy Broadcasting Service produces and distributes Navy News This Week (NNTW), a 30-minute weekly news program. NNTW, in concert with All Hands, is CNO's principal means of informing the Navy internal audience. Because it contains important Navy news, commands are required to make facilities available for viewing of NNTW by all hands.

(3) In keeping with its overall mission of informing naval personnel and the public, CHINFO produces two information products intended for internal and external use. They are:

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(a) **Navy Talking Points.** Talking Points are produced by the Plans and Policy Branch of CHINFO. They draw upon current Navy policy statements, Congressional testimony and other key, authoritative sources to provide an information resource for speakers and writers communicating to internal and external audiences.

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(b) **Navy Fact File.** This unclassified book provides informa-

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tion on Navy ships, aircraft, weapons, programs, and policies. It also discusses our maritime strategy and Soviet and U.S. Navy capabilities. It is intended for use in writing, speaking and responding to media queries.

d. Marine Corps Organization. As stated in Article 0202b (Overall Department of the Navy Organization), Marine Corps officers in command are responsible for internal information programs. Responsibility for top-level internal communication and policy guidance throughout the Marine Corps is vested in the Director of Public Affairs. The following HQMC products are designed for the internal Marine audience.

(1) MARINES Magazine. Published monthly by the Director of Public Affairs, MARINES is the direct link between all Marines and the Commandant. To support production, the editorial staff must receive quality, color photography (preferably color slides) and print material from the field.

(a) Although it is a finished product, MARINES should be used as an internal information vehicle at the command level. Examples of such use are provided below:

1. Cross promotion. At minimum, new issues or features in a new issue considered important to the commanding officer should be promoted in that commander's local internal media (e.g., base newspaper, reader copy "voiced" by a SITE operator in an amphibious ship with Marines embarked, etc.).

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2. Departure point for discussions. Prior to addressing all or portions (e.g., platoon leaders) of the internal audience, that segment of the audience can be asked to read a particular feature in MARINES of interest to the Commanding Officer.

3. Retention-oriented uses. Command career counselors may find it useful to retain portions of MARINES which focus particularly on career matters.

4. Localization. The command's public affairs staff can "localize" a topic addressed generally in MARINES, (i.e., describe its impact or influence on the people of the command, etc.).

5. Writing for Publication. Local editors and public affairs officers should confer on occasion with the Editor of MARINES to determine when a local story can be used in MARINES to reach the entire Marine Corps. MARINES can advise the local command of current requirements, writer guidelines and photographic requirements.

a. Commands with no color processing capability should submit unprocessed film for consideration.

b. Submissions should include subject identification, name and grade of the photographer, date photographed and point-of-contact for additional information. Likewise, textual material should also be submitted from the field.

c. Isolated commands without public affairs personnel (occupational field 43) should also submit articles and photographs.

(2) Marine Audio Service. A telephonic news and information feed is available from the Director of Public Affairs. Commands should use this service to augment their own internal information vehicles. Local commands are encouraged to call or submit 1/4" audio tapes for inclusion in the Audio Service.

D)
R) (3) Marine Corps News Summary (MCNEWS). MCNEWS is a weekly message summary of Marine Corps news for use in internal information vehicles in the field. MCNEWS includes news on congressional hearings, General Officer reassignments, personnel news, news on Marine exercises, personnel features, and news of Corps-wide interest. Commands should submit items for inclusion in MCNEWS. Deadline is Tuesday at 1200 (Washington time).

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0203 UNIT INTERNAL INFORMATION ORGANIZATION

a. **Internal Information: Essential to Command.** Command internal information strengthens the chain of command and, in fact, is the essential element that forms the chain of command. George Washington recognized this when he instructed his subordinate officers to "impress upon the mind of every man, the importance of the cause and what it is they are contending for." The command that seeks to establish effective communication within its ranks must define a clear message, tailor it for a specific audience and send the message via the appropriate media. In short, plan for communicating.

b. **Command Internal Information Planning.** The three components of internal information planning are the audience, the message and the internal media that link the two. Regardless of the form or method by which a plan is constructed, every plan will be centered on these three planning components. Once a message is developed for a particular audience, its importance relative to other messages is determined and internal information media are then brought to bear on communicating that message or idea. For a recommended internal information plan, see Article G-0202 (Internal Information Organization and Planning).

(1) **The Audience.** Many commanders tend to think first and foremost of the military members of their commands and activities as the priority target of their internal communication efforts. As stated before, however, a command's internal "public" is larger and more specialized than may be initially apparent.

(a) The internal Navy-Marine Corps public is a five-part audience that includes not only the active duty military members of a command, but also civilian employees, reservists, Navy and Marine Corps families and the retired community.

(b) Not all commands have a role in communicating with each facet of that audience on a regular basis, but virtually every command will deal directly with part of that audience occasionally. For example, the commander may accept a speaking engagement to an audience made up largely of retired persons. A deployed ship will take special care in maintaining communication with families stateside. A shore installation will routinely include civilian personnel concerns in its internal information program. Commands will exercise with reserve units and see their crews augmented periodically by reservists on active duty for training.

(c) Even within each segment of the Navy-Marine Corps internal audience, there is significant diversity. The internal audience of a Navy ship, for example, includes officers and enlisted with sub-groups such as junior officers, petty officers, embarked Marines, non-rated personnel, single and married personnel and so on. Within a given command, there are members who, by virtue of their assigned duties, are more familiar with the operational employment of a command and others who are less aware. Each audience segment has different information needs and its own unique personality which may dictate a different communication approach.

(d) The minority members and women of a command are unique sub-groups of the internal audience which must be considered in communication planning. Care is necessary to avoid, for example, language that is sexually biased. It is also important to incorporate in internal media significant accomplishments of women, cultural heritage and contributions of minorities and the overriding

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importance of a single, unified Navy and Marine Corps team performing a crucial mission.

(2) The Message. There are general interest messages a command must send to its internal audience, and there are specialized messages for sub-groups within the audience that are often of equal or greater importance.

(a) Command personnel (military members, civilian employees) and those in a crucial supporting role (families, retirees) pull together and perform in a more efficient manner when they receive needed information. Although by no means an exhaustive list, general interest or recurring messages include information on:

1. Explanation of the mission of the command;
2. Developments affecting the employment of the command;
3. The nature and importance of the contributions of individuals;
4. Command and divisional awards and achievements;
5. Facilities and services available to members and families at various people-oriented activities, such as recreation services, Family Service Centers, etc.;
6. Personal and moral responsibilities;
7. Career development;
8. Equal opportunity benefits;
9. Current personnel policies and those undergoing change;
10. Programs of professional and personal interest to the internal audience (ranging widely from fraud, waste and abuse hotline procedures to internal controls programs, safety at home and on the job, base child care center procedures, base housing availability, standards of appearance, general military training, etc.).

This list of topics on which recurring messages are based can serve as an easy-to-apply standard for commanders and their public affairs officers to evaluate the bedrock internal information program in effect at their activities. An ongoing program should highlight the majority of these items on a recurring basis.

(b) All commands, of course, must communicate far more than basic, general interest information on a recurring basis. Helpful sources of information on what to communicate include department and divisional heads, special assistants (including the commander master chief or sergeant major) and officers in command of tenant activities. Once this information is collected, communication planning efforts begin: assignment of a priority to each topic of theme, designation of internal media to be used (including internal community events), desired date of publication or airing, writing assignments, audiovisual taskings, etc. Because this planning

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function can become complex, the information or themes should be placed into one of the following categories: seasonal, emergent, situational or recurring.

1. Seasonal messages or communications themes are most readily integrated into the plan by simply listing them in chronological order and applying a relative priority to each message or theme. One example of a seasonal message is safe driving precautions in winter weather.

2. Emergent message are an important element of the command plan. Messages prepared for release during times of crisis or emergency should be clearly identified in the plan and media earmarked for their transmission. (Shipboard emergencies requiring use of the General Announcing System (1 MC) need not be included in the plan.) Emergent messages can be prepared on a host of contingencies that are likely to be faced by a command, depending on its mission, locale, threat conditions and other factors. Chapter eight (Contingencies) provides a number of lists of internal information actions to take before and during an emergency that would be helpful in formulating messages. Commands equipped with or served by broadcast systems should prepare emergency messages for immediate transmission on the system. Strict instructions must be developed and promulgated by the command and understood by operators to ensure positive control of an emergency transmission and avoid inadvertent or intentional misuse of the system. Examples of such messages are:

- a. Emergency Recall of Personnel
- b. Emergency Weather Conditions.
- c. Threat Conditions [See Article G-0817 (Progression of Public Affairs Actions in a Terrorist Situation)].
- d. Evacuation Advisories (i.e., due to fire, hurricane, earthquake, flood).

3. Situational information prepares the internal audience for specific situations or events that are planned or can reasonably be anticipated.

a. The best example of a planned event is a routine ship or unit deployment. Deployment internal information (prior to public announcement) is provided to naval personnel and their family members on a need to know basis, when authorized by commanding officers or higher authority. Such internal deployment information is considered privileged in connection with the naval member's personal family planning only. Such internal information is not for public discussion (prior to official public announcement) outside the immediate command's internal network. If, for example, a ship is preparing to deploy in mid-year, numerous messages would be formulated for the internal audience that would help prepare for the ship's movement overseas (e.g., port briefings, events and programs for dependents, information on making personal financial arrangements, renewed emphasis on watchstanding procedures and damage control, information on detachments or staffs being embarked, etc.). Other reasons for situational messages are the establishment of a new personal service on a base, completion of a new dining facility that will impact on the internal audience, visit by a prominent dignitary requiring an all hands effort, and many others.

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b. Sensitive or non-routine information prepares the internal audience for unexpected or short notification events. The best example is an operational deployment, where there is little or no advanced notice to naval personnel

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or their families, due to national security considerations. In these special cases, it is vital that internal ship/unit ombudsmen and command key contact representatives be sensitive to the needs of families, who will be concerned with the Navy member's safety and well being. Also, the unit ombudsmen, and other key personnel involved in internal command information networks, must understand that the very nature of sensitive or classified naval operations may dictate more stringent restrictions on internal information. In such cases, commands will inform the internal information network as soon as possible. Until such internal information is released, rumor control becomes a vital function of a command's internal family support network. This network includes Navy Family Service Centers and command ombudsmen.

4. Commands will need to communicate certain information on a recurring basis to accommodate the large turnover of personnel common in military organizations or merely reinforce important information that might be forgotten or ignored. Recurring messages are discussed in Article 0203b(2)(a) above.

(3) The Internal Media. There is a vast range of channels to link the commander and the people of the command. Commanders and public affairs personnel should weigh the advantages and disadvantages associated with each when selecting media to support an internal information effort. All internal media available to the commander should be considered in planning, but only the most

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significant of internal information goals will warrant use of all. Primary internal media are listed below.

(a) DoD-wide Internal Media.

- (video).
1. Armed Forces Radio and Television Service (AFRTS)
 2. AFRTS Spot Announcements (video and radio).
 3. DOD Retention Advertising (video and print).
 4. American Forces Press and Publications Service (print).
 5. CHAMPUS Newsletters (Print).
 6. Defense (Year) (Print).
 7. Posters from various offices (display).

(b) Navy-wide Internal Media.

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1. All Hands magazine (print).
 2. Navy News This Week (video).
 3. Navy News Service (message).
 4. Navy Editor Service (articles for inclusion in unit periodicals).
 5. Captain's Call Kit (print)
 6. Navy Family Lifeline (print)
 7. Information for your use (print)
 8. Public Affairs Planning Guide (print)
 9. Report to the Congress (print)
 10. LINK and Perspective (print).
 11. Navy retention advertising (print and video).
 12. Posters from various commands and offices (display).
 13. Naval War College Review.
 14. Navy Fact File
 15. Navy Talking Points
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(c) Marine Corps-wide Channels.

- R)
1. MARINES Magazine.
 2. Marine Corps News Summary.

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(d) Unit Print Channels.

1. Official internal correspondence.
2. Periodic, unclassified plans (e.g., Plan of the Day, Plan of the Week, etc.).
3. Command newspaper or newsletter.
 - a. News articles.
 - b. Features.
 - c. Interviews.
4. Indoctrination material for new personnel.
5. Familygrams.
6. Handouts and insertions (placed inside base periodicals, attached to paychecks, etc.)

(e) Unit Display Channels.

1. Base billboards.
2. Bulletin Boards.
3. Posters.
4. Bumper stickers, decals and buttons.

(f) Unit Broadcast Channels.

1. General Announcing System (i.e., 1MC).
2. Telephone Tree.
3. Telephone Hotline.
4. Radio.
 - a. News reports.
 - b. Features.
 - c. Information spot announcements.
 - d. Interviews.
5. Television (AFRTS/SITE/Base Cabling and command access channel).

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a. News reports.

b. Features.

c. Information spot announcements.

d. Interviews.

(g) Unit Face-to-Face Channels.

1. Captain's Call.

A) 2. Group meetings with CO (includes ombudsmen and spouse support groups).

3. Committee meetings (welfare/recreation, civilian advisory board, etc.).

4. Quarters/assembly.

A) 5. Command Ombudsmen.

A) 6. Command Spouses' Club or support group.

(h) Unit Events and Activities.

1. Casual Visits.

2. Dependents' Cruises.

3. Command social functions (picnics, etc.)

4. Sailor of the Month/Year events.

5. Personal appearances (e.g., before wives' clubs, etc.).

6. Events hosted or sponsored by local civic organizations, military-related organizations, etc., for the benefit of command personnel [See Article 0402 Participation in Community Relations Events]].

7. Navy Day/Navy Week/Navy Birthday/Marine Corps Birthday celebrations.

(i) Commercial Media with Significant Navy and Marine Corps Audiences.

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1. Commercial print newspapers.
 - a. Navy Times.
 - b. Local newspapers.
2. Commercial magazines.
 - a. Military Living.
3. Products of military-related organizations such as Seapower, Marine Corps Gazette, Leatherneck and others [see Article 0406e (Military-Related Organizations)].
 - a. U.S. Naval Institute Proceedings
 - b. Periodicals which cover technological news with applicability to the Navy and Marine Corps (e.g., Aviation Week and Space Technology).
4. Commercial Radio and Television.
 - a. Local television and radio stations.
 - b. Local cable facility.

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GUIDANCE PAGES

G-0203 INTERNAL INFORMATION ORGANIZATION AND PLANNING

a. **General.** This guidance article provides suggestions on how to orchestrate an internal information effort, prioritize tasks, manage work over the long term and develop newspapers, broadcast programming and other internal products that are designed to satisfy command goals. Basic requirements for internal information planning are given in Article 0203b (Command Internal Information Planning). As stated in that article, planning is facilitated by breaking down internal messages or themes into one of the following categories: seasonal, emergent, situational or recurring.

b. **Seasonal Messages.** Take the case of a Navy or Marine Corps installation in the southeastern states. Suppose, as discussed in Article 0203b(2)(b), department heads are consulted to assist in formulating the command internal information plan. One department head, the Public Works Officer (PWO), proposes that forest fire safety be among the topics integrated into the plan. The commanding officer, public affairs and public works officers decide that, rather than recurring articles, features and spot announcements, the topic is best treated in an intense manner during periods of the year when the base is most prone to forest fires. Although no serious mishaps have occurred to date, the base forester has advised the PWO that there is a serious threat of a fire during the dry season which begins each May. Forest fire safety for this installation, then, becomes a significant seasonal topic for emphasis in the command internal information plan. Development of the forest fire theme might progress as follows:

(1) Does the command believe that the threat of fire is so great to warrant a special information campaign? If so, audience support could be rallied by a number of efforts, such as official command designation of May as forest fire prevention month, commanding officer public appearances, interviews with base forester, suitable display messages on base billboards and office bulletin boards, etc.

(2) The nature of the forest fire threat would require some elaboration before meaningful messages could be developed. Does the PWO and Base Forester, as the subject matter experts, believe that the greatest hazard is posed by lit cigarettes tossed out car windows? Or is the industrial threat also a significant hazard--one posed by heavy machinery, construction, refueling or other operational efforts on base?

(3) Will the command reinforce the message to exercise caution during the period of high fire risk by setting penalties for offenders? If so, would it be more appropriate to make the audience aware of the deterrent in internal display media (poster on bulletin boards) and in official internal correspondence rather than, perhaps, in recurring spot announcements.

(4) Are materials available from other agencies which would assist this effort (e.g., the National Park Service).

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(5) What is the impact (good or bad) of this message on community relations? If the base is located in a forest-rich area, would schools benefit from presentations by base fire and forestry personnel on ways to minimize the danger of forest fire?

(6) Will the internal program attract external attention? Is this desirable? If local news media were asked to cooperate in building awareness of this base theme, would the resulting coverage improve public attitudes toward a base committed to preserving a natural resource?

(7) What about reservists and others who report for active duty? What change should be made to the existing indoctrination program to ensure their awareness of fire safety is brought up to that of the base population?

(8) What about retirees who occasionally come aboard the base? How is that segment of the internal audience reached? Could military-related organizations (i.e., Navy League, Fleet Reserve Association, etc.) be helpful? Retirees frequent commissaries and clinics. Would bulletin board posters or fliers in the commissary and clinics be effective?

(9) Is the clinic equipped with audiovisual systems for patient indoctrination or education which could be used to transmit a periodic spot announcement on forest fire safety? Can material be developed and reproduced to hand out at the main gate?

Figure G2-1 is a sample component of a Command Internal Information Plan. Figure G2-1 addresses forest fire safety awareness for the active-duty military and civilian employee audience. Part II of Figure G2-1 is the associated plan for awareness among families and retirees frequenting the base.

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FIGURE G2-1**Seasonal Message for Period:****SECOND QUARTER, CALENDAR YEAR 1989****MESSAGE:** Be aware of forest fire danger and ways fires start from carelessness on and off the job.**PART I--INTENDED FOR THE FOLLOWING
AUDIENCE:** Active Duty Military and Civilian Employees**MEDIA****TASKING/DATE/RESPONSIBILITY**
(Tasking defined in Legend, page 2-16f)**1. Unit Print Channels**

- | | |
|--|---|
| a. Official Letter. | OL/15 APR/Public Works. |
| b. Plan of the Day. | POD/weekly beginning 30 APR;
twice monthly thereafter/XO. |
| c. Base Newspaper. | FA/15 APR/JO1 Keager.
DA/30 APR/PH3 Sanborne.
IV/15 MAY/JOC Laker.
PC/30 MAY/PH3 Sanborne.
FA/30 JUN/JOC LeJunch. |
| d. Indoctrination material
for new personnel. | BR & HO/30 APR/Public Works. |

2. Unit Display Channels.

- | | |
|---------------------|---|
| a. Base Billboard. | TH/every Monday from 30 APR
through 30 JUN/XO. |
| b. Bulletin Boards. | PO/posted through MAY/PAO. |
| c. Posters. | PO/new poster each month, APR through
JUN/Public Works acquire from Park
Service. |

3. Unit Broadcast Channels.

- | | |
|---------------------|---|
| a. TV News Reports. | NR/weekly report of forest fire hazard
beginning 15 APR, other news reports
as opportunities arise/CPOIC,
NAVBCSTSV C DET. |
| b. TV Spot Series. | SS/Run of schedule beginning
15 MAY through 30 JUN/
NAVBCSTSV C DET. |

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c. Interviews.

IV/With CO and Forester, use as deemed appropriate by Station Manager/NAVBCSTSVC DET.

4. Unit Face-to-Face Channels.

a. All Officers' Meeting.

BR/15 APR/CO.
TH/30 APR/Public Works Officer.
TH/30 MAY/Public Works Officer.
TH/30 JUN/Public Works Officer.

b. CO Meeting with CPOs.

BR/30 APR/CO.

c. Civilian Advisory Board.

BR/12 JUN/CO.

d. Quarters.

TH/Twice Monthly/XO, All Division Officers and LCPOs.

5. Unit Events & Activities.

a. Local civic events.

PA/Fire Safety Award Program to build safety awareness and honor civil and military firefighters. Program is administered by Kiwanis/CO bestows award to military winner.

PA/Fire Safety Program in local schools/ Base Fire Department and Base Forester.

6. Commercial Media.

a. Local Radio.

SS/Base Fire Department builds local awareness of fire threat by recording public service spot announcements at local AM radio station/PAO and Base Fire Department.

FIGURE G2-1
(continued)

Seasonal Message for Period:

SECOND QUARTER, CALENDAR YEAR 1989

MESSAGE: Be aware of forest fire danger and ways fires start from carelessness on and off the job.

PART II--INTENDED FOR THE FOLLOWING
AUDIENCE: Families and Retirees Frequenting the Base

MEDIA

TASKING/DATE/RESPONSIBILITY
(Tasking defined in Legend, page 2-16f)

1. Unit Print Channels

a. Official Letter.

OL/15 APR addressed to residents of family housing on base/Public Works.

b. Base Newspaper.

See PART I.*

c. Indoctrination material

HO/Include hand-out similar to indoctrination material for new military & civilian personnel Welcome Aboard package sent to incoming families/Family Service Center.

2. Unit Display Channels.

a. Base Billboard.

See PART I.*

b. Bulletin Boards.

See PART I.* Ensure posting of notices at commissary, Navy Exchange, clinics and other areas frequented by families and retirees.

c. Posters.

See PART I.*

3. Unit Broadcast Channels.

a. TV News Reports.

See PART I.*

b. TV Spot Series.

See PART I.*

c. Interviews.

See PART I.*

4. Unit Face-to-Face Channels.

a. Wives Club/Youth Center

BR/12 APR/CO.

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5. Unit Events & Activities.

- a. Local civic events. See PART I.*

6. Commercial Media.

- a. Local Radio. See PART I.*

***--Internal information efforts listed in PART I (targeted toward the military and civilian personnel) will also reach families and retirees.**

LEGEND:

BR--Briefing. Normally detailed and comprehensive treatment of a particular topic given by the subject matter expert. May include printed material for hand-out.

DA--Display "Ad." For use in print media. Normally, a compelling photograph with tightly written copy to convey a single theme. Flats may be obtainable from other commands or agencies. May be used repeatedly.

FA--Feature Article. For use in print media. An elaborate, comprehensive treatment of important subject matter. Best when accompanied by photographs in a visually arresting layout.

HO--Hand-out. Printed material for retention by personnel.

IV--Interview. For use in print or broadcast media. An in-depth question-and-answer dialogue between a journalist and a subject matter expert. Depending on the quality of the interview for broadcast media, may provide video for use in news reports, features or spot announcements.

NR--News Report. Factual treatment of a topic.

OL--Official letter or memo signed by the commanding officer. Effective vehicle for launching a program or voicing a pressing concern.

PA--Participation in a local civic or internal event.

PC--Photo and Caption. Brief treatment in print media by use of a high quality photograph and caption. Effective in keeping an audience interested in a topic or theme that must be repeated.

PO--Poster. May be rendered locally or acquired from another agency. For use on bulletin boards and, in smaller scale, as hand-out material.

POD--Plan of the Day. Official, unclassified plan of a command. Authoritative treatment of an issue that reflects command policy.

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SS--Spot Series. Series of brief (30 or 60 second) announcements in broadcast media that communicate a theme. Thematic material may be included in station identification logos.

TH--Theme or message. Briefly worded message (i.e., "Only you can prevent forest fires."). Also refers to reminders that are made to draw the audience's attention to an on-going program.

c. Emergent Messages. Various emergencies and other contingencies can arise which require communication with the internal audience. From the outset, it is clear that some contingencies cannot be addressed in certain internal media. For example, an upgrading of the overall defense condition at a command may be classified, and disclosure in a base newspaper (with significant off-base readership) would compromise security. On the other hand, certain contingencies must be addressed in internal media and can be treated without threat of compromise. The commanding officer and PAO must identify these contingencies and develop messages (or plans for their formulation) to meet the unexpected. Emergent messages and the entire topic of public affairs contingency response should be addressed in the command's contingency response directive to assure that public affairs planning is fully integrated into command emergency action planning.

(1) Commands will develop a positive means of verifying the authenticity of a directive to implement a particular emergent message. On one hand, this may be a simple matter of regularly assigned public affairs personnel receiving lawful orders from superior officers having command authority during normal working hours. Verification may become more difficult after hours, when, for example, junior broadcast watchstanders receive telephonic orders to implement command recall procedures from a duty officer they may not recognize. Adequate procedures must be implemented and understood by all concerned to prevent inadvertent or intentional misuse of the system.

(a) The most common method of confirmation is a call-back system. If an individual identifying himself or herself as the duty officer calls the broadcast detachment with orders to implement personnel recall procedures, the watchstander immediately initiates a telephone call to the Assistant Duty Officer or another appointed individual to gain confirmation.

(2) An example of an emergent message is given in Figure G2-2, with Part II of Figure G2-2 being the family/retiree portion of the plan. Review Section E (Public Affairs Handling of Terrorist Threat and Attack). Note that internal information plays a principal role in preparing command personnel to thwart a terrorist attack or to respond appropriately should an attack occur. In this example, a command has received warning that a terrorist attack has become more likely and the nature of the threat more predictable. An enhanced Terrorist Threat Condition has been set. Note that numerous messages must be formulated, many more, perhaps, than those exemplified here. All are linked to a single contingency: the increased likelihood of terrorist attack and the setting of an enhanced Threat Condition.

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FIGURE G2-2

EMERGENT MESSAGE:

When signs of increased terrorist activity are evident
and Threat Condition ----- has been set.

MESSAGE: Be aware of threat and exercise prescribed precautionary measures..

**PART I--INTENDED FOR THE FOLLOWING
AUDIENCE:** Active Duty Military and Civilian Employees

MEDIA

TASKING/DATE/RESPONSIBILITY
(Tasking defined in Legend, page 2-161)

1. Unit Print Channels

- | | |
|--|---|
| a. Official Letter. | OL/15 APR/Security Officer. |
| b. Plan of the Day. | POD/daily instructions and re-
minders on procedural safe-
guards in effect/XO. |
| c. Base Newspaper. | FA/ASAP/JO1 Keager.
IV/ASAP--Security Officer/ JOC Laker.
PC/30 MAY/PH3 Sanborne. |
| d. Indoctrination material
for new personnel. | BR & HO/ASAP/Security Officer. |

2. Unit Display Channels.

- | | |
|----------------------------|---|
| a. Base Billboard/Marquees | TH/every other day/XO. |
| b. Bulletin Boards. | OL/post CO's official letter on
divisional bulletin boards/Division
Officers and tenant OICs. |

3. Unit Broadcast Channels.

- | | |
|---------------------|--|
| a. TV News Reports. | NR/advisories each newscast with news
bulletins as necessary/NAVBCSTSVC
DET. |
| b. Interviews. | IV/With Security Officer; use
as deemed appropriate by Sta-
tion Manager/NAVBCSTSVC DET. |

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4. Unit Face-to-Face Channels.

- | | |
|-------------------------------|---|
| a. All Officers' Meeting. | BR/ASAP and others as desired /CO and Security Officer. |
| b. CO Meeting with CPOs. | BR/ASAP/CO. |
| c. Civilian Advisory Board. | BR/ASAP/CO. |
| d. Quarters/Division Meetings | TH/Daily reminder/XO, All Division Officers and LCPOs. |

5. Commercial Media.

- | | |
|---------|--|
| a. All. | Answer all inquiries regarding terrorism in accordance with current guidance and Chapter 8, SECNAVINST 5720.44A. Make no statements which might be misconstrued by internal audience or cause undue alarm. |
|---------|--|

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FIGURE G2-2
(continued)

EMERGENT MESSAGE:

When signs of increased terrorist activity are evident
and Threat Condition ----- has been set.

MESSAGE: Be aware of changing threat conditions/new precautionary measures.

**PART II--INTENDED FOR THE FOLLOWING
AUDIENCE:** Families and Retirees Frequenting the Base

MEDIA

TASKING/DATE/RESPONSIBILITY
(Tasking defined in Legend, page 2-16l)

1. Unit Print Channels

- | | |
|---------------------|--|
| a. Official Letter. | OL/ASAP addressed to residents of family housing on base/Security Officer. |
| b. Base Newspaper. | See PART I* |

2. Unit Display Channels.

- | | |
|---------------------------|---|
| a. Base Billboard/Marquee | See PART I.* |
| b. Bulletin Boards. | See PART I.* Ensure posting of notices at commissary, Navy Exchange, Clinics and other areas frequented by families and retirees. |

3. Unit Broadcast Channels.

- | | |
|---------------------|--------------|
| a. TV News Reports. | See PART I.* |
| b. Interviews. | See PART I.* |

4. Unit Face-to-Face Channels.

- | | |
|---------------------|----------------------------------|
| a. Navy Wives Club. | BR/Meeting ASAP/CO, JOC LeJunch. |
|---------------------|----------------------------------|

6. Commercial Media.

- | | |
|---------|--------------|
| a. All. | See PART I.* |
|---------|--------------|

***--Internal information efforts listed in PART I (targeted toward the military and civilian personnel) will also reach families and retirees.**

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LEGEND:

BR--Briefing. Normally detailed and comprehensive treatment of a particular topic given by the subject matter expert. May include printed material for hand-out.

FA--Feature Article. For use in print media. An elaborate, comprehensive treatment of important subject matter. Best when accompanied by photographs in a visually appealing layout.

HO--Hand-out. Printed material for retention by personnel.

IV--Interview. For use in print or broadcast media. An in-depth question-and-answer dialogue between a journalist and a subject matter expert. Depending on the quality of the interview for broadcast media, may provide video for use in news reports, features or spot announcements.

NR--News Report. Factual treatment of a topic.

OL--Official letter or memo signed by the commanding officer. Effective vehicle for launching a program or voicing a pressing concern.

POD--Plan of the Day. Official, unclassified plan of a command. Authoritative treatment of an issue that reflects command policy.

TH--Theme or message. Briefly worded message calling attention to CO's official letter or a procedural safeguard.

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FIGURE G2-2
(continued)

EMERGENT MESSAGE:

**When signs of increased terrorist activity are evident
and Threat Condition ----- has been set.**

MESSAGE: Report suspicious activity.

**PART I--INTENDED FOR THE FOLLOWING
AUDIENCE: Active Duty Military and Civilian Employees**

MEDIA

TASKING/DATE/RESPONSIBILITY
(Tasking defined in Legend, page 2-16p)

1. Unit Print Channels

- | | |
|--|--|
| a. Official Letter. | OL/ASAP/Security Officer. |
| b. Plan of the Day. | POD/Instructions and reminders
periodically/XO. |
| c. Base Newspaper. | FA/ASAP/JO1 Keager.
PC/30 MAY/PH3 Sanborne. |
| d. Indoctrination material
for new personnel. | BR & HO/ASAP/Security Officer. |

2. Unit Display Channels.

- | | |
|---------------------|---|
| a. Base Billboard. | TH/every other day/XO. |
| b. Bulletin Boards. | OL/post CO's official letter on divisional
bulletin boards/Division Officers and
tenant commands. |

3. Unit Broadcast Channels.

- | | |
|---------------------|--|
| a. TV News Reports. | NR/initial announcement of policy/
NAVBCSTSV C DET. |
| b. Interviews. | IV/With Security Officer; use as deemed
appropriate by Station Manager/
NAVBCSTSV C DET. |
| c. Spot Series. | SS/Run of schedule/NAVBCSTSV C
DET. |

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4. Unit Face-to-Face Channels.

a. All Officers' Meeting.

BR/Include in initial briefing
on increased threat/CO.
TH/In all subsequent meetings/
Security Officer.

b. CO Meeting with CPOs.

BR/ASAP/CO.

c. Civilian Advisory Board.

BR/ASAP/CO.

d. Quarters.

TH/Daily reminder/XO, All Division
Officers and LCPOs.

5. Commercial Media.

a. All.

Answer all inquiries regarding terrorism
in accordance with current guidance and
Chapter 8, SECNAVINST 5720.44A.
Ensure no statements are made which
could be misconstrued by the internal
audience.

6. Other.

a. Hotline.

Establish telephone hotline to enable
rapid reporting of suspicious activity.
Publicize hotline phone number.

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FIGURE G2-2
(continued)

EMERGENT MESSAGE:

When signs of increased terrorist activity are evident
and Threat Condition ----- has been set.

MESSAGE: Report Suspicious Activity.

PART II--INTENDED FOR THE FOLLOWING
AUDIENCE: Families and Retirees Frequenting the Base

MEDIA

TASKING/DATE/RESPONSIBILITY
(Tasking defined in Legend, page 2-16p)

1. Unit Print Channels

- | | |
|----------------------|---|
| a. Official Letter. | OL/ASAP addressed to residents of family housing on base/Security Officer. |
| b. Base Newspaper. | See PART I.* |
| c. Handout Material. | HO/Given to base military and civilian employees upon arrival on base/Security Officer. |

2. Unit Display Channels.

- | | |
|---------------------|---|
| a. Base Billboard. | See PART I.* |
| b. Bulletin Boards. | See PART I.* Ensure posting of notices at commissary, Navy Exchange, clinics and other areas frequented by families and retirees. |

3. Unit Broadcast Channels.

- | | |
|---------------------|--|
| a. TV News Reports. | See PART I.* |
| b. Interviews. | See PART I.* |
| c. Spots Series. | See PART I.* Ensure that one or more spot dramatizations are designed to urge families to be alert for and report suspicious activity. |

4. Unit Face-to-Face Channels.

- | | |
|---------------------|-----------------------------|
| a. Navy Wives Club. | BR/ASAP Special Meeting/CO. |
|---------------------|-----------------------------|

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6. Commercial Media.**a. All.****See PART I.***

***--Internal information efforts listed in PART I (targeted toward the military and civilian personnel) will also reach families and retirees.**

LEGEND:

BR--Briefing. Normally detailed and comprehensive treatment of a particular topic given by the subject matter expert. May include printed material for hand-out.

FA--Feature Article. For use in print media. An elaborate, comprehensive treatment of important subject matter. Best when accompanied by photographs in a visually appealing layout.

HO--Hand-out. Printed material for retention by personnel.

IV--Interview. For use in print or broadcast media. An in-depth question-and-answer dialogue between a journalist and a subject matter expert. Depending on the quality of the interview for broadcast media, may provide video for use in news reports, features or spot announcements.

NR--News Report. Factual treatment of a topic.

OL--Official letter or memo signed by the commanding officer. Effective vehicle for launching a program or voicing a pressing concern.

POD--Plan of the Day. Official, unclassified plan of a command. Authoritative treatment of an issue that reflects command policy.

SS--Spot series. Dramatizations or announcements (30 or 60 seconds in duration) which urge viewers to watch for and report suspicious activity.

TH--Theme or message. Briefly worded message calling attention to CO's official letter or a procedural safeguard.

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d. **Situational Messages.** Circumstances frequently arise which require an extraordinary effort by the personnel of a command. Examples of such circumstances include a ship preparing for deployment, a significant activity being established on base or a major combatant arriving in a new homeport. Such events--usually ones that can be anticipated or planned for in advance but which are not seasonal, emergent or recurring--call for situational messages. Using the establishment of a new activity on a base, a number of public affairs actions--public as well as internal--will probably be called for. Figure G2-3 is a sample internal information plan for delivering that message.

FIGURE G2-3

SITUATIONAL MESSAGE:

Establishment of a Family Service Center (FSC) on base.

MESSAGE: Learn and use the services of the FSC.

PART I--INTENDED FOR THE FOLLOWING
AUDIENCE: Active Duty Military and Civilian Employees

MEDIA

TASKING/DATE/RESPONSIBILITY (Tasking defined in Legend, page 2-16u)

1. Unit Print Channels.

a. Plan of the Day.

POD/an initial announcement with a weekly notice of a particular service/XO.

b. Base Newspaper.

FA/When announcement is made of FSC establishment/JOC Laker.

IV/Interview with new FSC Director published in next issue after FSC announcement made/ JOI Keager and JOC LeJunch.

PC/In succeeding issues, focus on FSC employee and service offered/PH3 Sanborne.

c. Indoctrination material for new personnel.

BR & HO/Work FSC Director into routine indoctrination briefings for new personnel/FSC.

2. Unit Display Channels.

a. Base Billboard.

TH/Announce establishment/XO.

b. Posters.

PO/Announce establishment and services/FSC.

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c. Bulletin Boards.

PO/Post FSC poster on divisional bulletin boards/Division Officers and tenant OICs.

3. Unit Broadcast Channels.

a. TV News Reports.

NR/initial announcement and periodic updates as services expand/
NAVBCSTSVC DET.

b. Interviews.

IV/With FSC Director; use as deemed appropriate by Station Manager/
NAVBCSTSVC DET.

c. Spot Series.

SS/Each focusing on family advocacy theme or a service offered by FSC/
NAVBCSTSVC DET.

4. Unit Face-to-Face Channels.

a. All Officers' Meeting.

BR/On FSC establishment/CO and FSC Director.

b. CO Meeting with CPOs.

BR/Services Available/FSC.

c. Civilian Advisory Board.

BR/Service Available/FSC.

d. Quarters.

TH/Occasional reminders of Services available/Division Officers.

5. Commercial Media.

a. All.

Issue news release and offer photo, video and interview opportunities of FSC and FSC Director. Be pro-active in discussing Navy family advocacy program and goals.

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FIGURE G2-3
(continued)

SITUATIONAL MESSAGE:

Establishment of a Family Service Center on base.

MESSAGE: Learn and use services of FSC.

PART II--INTENDED FOR THE FOLLOWING
AUDIENCE: Families and Retirees.

MEDIA

TASKING/DATE/RESPONSIBILITY
(Tasking defined in Legend, page 2-16u)

1. Unit Print Channels.

a. Base Newspaper. See PART I.*

2. Unit Display Channels.

a. Base Billboard/Marquee See PART I.*

b. Posters. See PART I.*

c. Bulletin Boards. See PART I.* Ensure posters are displayed in areas frequented by families and retirees/FSC.

3. Unit Broadcast Channels.

a. TV News Reports. See PART I.*

b. Interviews. See PART I.*

c. Spot Series. See PART I.*

4. Unit Face-to-Face Channels.

a. Wives Club Meeting. BR/On FSC and services/CO and FSC Director.

b. Meetings of Navy-related organizations (e.g., FRA) BR/On FSC and services/CO and FSC Director

5. Commercial Media.

a. All. See PART I.*

*--Internal information efforts listed in PART I (targeted toward the military and civilian personnel) will also reach families and retirees.

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LEGEND:

BR--Briefing. Normally detailed and comprehensive treatment of a particular topic given by the subject matter expert. May include printed material for hand-out.

FA--Feature Article. For use in print media. An elaborate, comprehensive treatment of important subject matter. Best when accompanied by photographs in a visually appealing layout.

HO--Hand-out. Printed material for retention by personnel.

IV--Interview. For use in print or broadcast media. An in-depth question-and-answer dialogue between a journalist and a subject matter expert. Depending on the quality of the interview for broadcast media, may provide video for use in news reports, features or spot announcements.

NR--News Report. Factual treatment of a topic.

OL--Official letter or memo signed by the commanding officer. Effective vehicle for launching a program or voicing a pressing concern.

POD--Plan of the Day. Official, unclassified plan of a command. Authoritative treatment of an issue that reflects command policy.

TH--Theme or message. Briefly worded message calling attention to CO's official letter or a procedural safeguard.

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e. **Recurring Messages.** A variety of information falls into the category of recurring. These are messages which bear repeating to reinforce positive behavior and keep personnel informed on important issues. To stimulate interest in (and thereby improve the effectiveness of) internal media, recurring messages should be spread throughout a planning calendar. Approaches to the audience on recurring issues should be varied; too much repetition can frustrate an audience. Figure G2-4 provides an example of a command addressing a recurring theme.

FIGURE G2-4

Recurring Message for Period:

SECOND QUARTER, CALENDAR YEAR 1989MESSAGE: Maintain proper military bearing and appearance.

PART I--INTENDED FOR THE FOLLOWING

AUDIENCE: Active Duty Military PersonnelMEDIATASKING/DATE/RESPONSIBILITY
(Tasking defined in Legend, page 2-16x)1. Unit Print Channels.

- | | |
|--|---|
| a. Plan of the Day. | POD/biweekly beginning 30 APR;
twice monthly thereafter/XO. |
| b. Base Newspaper. | FA/Sailor of the Month, focusing on
importance of appearance/
PH3 Sanborne. |
| c. Indoctrination material
for new personnel. | BR/During routine indoctrination
briefings/XO. |

2. Unit Display Channels.

- | | |
|---------------------------|---|
| a. Base Billboard/Marquee | TH/three times monthly/XO |
| b. Bulletin Boards. | HO/posted through MAY, excerpts
from Uniform Regs/Div Officers & LPOs. |

3. Unit Broadcast Channels.

- | | |
|--------------------|--|
| a. TV Spot Series. | SS/Run of schedule beginning 20 APR
through 30 JUN/NAVBCSTSVC DET. |
| b. News Reports. | NR/With Sailors of the Month, and
Physical Fitness Coordinators.
Emphasize importance of fitness and
military bearing/NAVBCSTSVC DET. |

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4. Unit Face-to-Face Channels.

- | | |
|-------------------------------|--|
| a. All Officers' Meeting. | TH/15 APR/CO. |
| b. CO Meeting with CPOs. | TH/15 APR/CO. |
| c. Quarters/Division Meetings | TH/As necessary/XO, All Division Officers and LCPOs. |

LEGEND:

BR--Briefing. Normally detailed and comprehensive treatment of a particular topic given by the subject matter expert. May include printed material for hand-out.

FA--Feature Article. For use in print media. An elaborate, comprehensive treatment of important subject matter. Best when accompanied by photographs in a visually appealing layout.

IV--Interview. For use in print or broadcast media. An in-depth question-and-answer dialogue between a journalist and a subject matter expert. Depending on the quality of the interview for broadcast media, may provide video for use in news reports, features or spot announcements.

POD--Plan of the Day. Official, unclassified plan of a command. Authoritative treatment of an issue that reflects command policy.

SS--Spot Series. Series of brief (30 or 60 second) announcements in broadcast media that communicate a theme. Thematic material may be included in station identification logos.

TH--Theme or message. Briefly worded message. Also refers to reminders that are made to draw the audience's attention to an on-going program.

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TABLE 2-1: REQUIRED INTERNAL COMMUNICATION CAPABILITIES

Use this table to determine appropriate internal communication capabilities for various types of commands and activities. This table prescribes minimum capabilities only, and individual officers in command should seek and establish new methods when deemed necessary.

TYPES OF COMMANDS AND ACTIVITIES

CAPABILITIES	Ships under CG size	CGs, LPDs, ships of similar size	BBs, CVs and LHAs	SSNs, SSBNs	Auxiliaries (e.g., ARDM, YTBs)
1. Captain's Call/Welcome Aboard Packets	R	R	R	R	R/P
2. Bulletin Boards	R	R	R	R	R
3. Periodic, unclas- sified plans	R	R	R	R	R
4. General announc- ing system	R	R	R	R	R
5. Familygrams	D	D	D	N	N
6. Command Newspaper	N	O	R	O	P
7. SITE 100	N	N	N	N	N
8. R-LITE II	N	N	N	N	N
9. SITE 200	N	N	N	R	N
10. SITE 300	R	N	N	N	N
11. SITE 400	N	R	N	N	N
12. SITE 500	N	N	R	N	N
13. Full-Service NBS Detachment	N	N	N	N	I
14. Base Cabling	N	N	N	N	N
15. Video Familygrams	A	A	A	N	A

LEGEND:

N--Not Required. I--If overseas in certain locales. R--Required. P--Parent command/base provides service. D--When deployed. O--Optional. E--Employ services from unit in which embarked. A--As arranged by type commander or other superior in chain.

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TYPES OF COMMANDS AND ACTIVITIES

	Tenant Units on Base	Aviation Squadrons	Embarked Detachments	Naval Station/ Base (U.S.)	Naval Station/ Base (overseas)
CAPABILITIES					
1. Captain's Call/Welcome Aboard Packets	R	R	R	R	R
2. Bulletin Boards	R	R	R	R	R
3. Periodic, unclas- sified plans	R	R	R	R	R
4. General announc- ing system	N	E/P	E	N	N
5. Familygrams	N	D	D/E	N	N
6. Command Newspaper	P**	P	E	R	R
7. SITE 100	N	N	N	N	N
8. R-LITE II	I	N	N	N	N
9. SITE 200	N	N	N	N	N
10. SITE 300	N	E	E	N	N
11. SITE 400	N	E	E	N	N
12. SITE 500	N	E	E	N	N
13. Full-Service NBS Detachment	I	P/I	N	N	I
14. Base Cabling	P**	N	N	R	I
15. Video Familygrams	N	A	A	N**	N
16. Billboards/Marquees	N	N	N	R	R

LEGEND:

N--Not Required. I--If overseas in certain locales. R--Required. P--Parent command/base provides service. D--When deployed. O--optional. E--Employ services from unit in which embarked. A--As arranged by type commander or other superior in chain.

*--Denotes Captain's Call conducted by the OIC of the tenant command or activity for unit personnel. Captain's Calls by the Base Commanding Officer that involve tenant personnel may be desirable.

**--Officers in charge of tenant activities should contribute news tips, feature ideas and other items to base internal media in the same way that major department heads make contributions. The host commanding officer may choose to solicit the assistance of tenant command OICs in formulating internal information goals for the base.

***--Stations/bases support deployed commands by assisting in production of video familygrams.

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TYPES OF COMMANDS AND ACTIVITIES

	USMC Bases/ Air Stations	Embarked Marines (i.e., MAUs, MAFs)	MAU/MAF w/force ashore	Const. Batt. (deployed ashore)	Remote O'seas Areas
CAPABILITIES					
1. Captain's Call/Welcome Aboard Packets	R	R	R	R	R
2. Bulletin Boards	R	R	N	N	R
3. Periodic, unclas- sified plans	R	R	R	R	R
4. General announc- ing system	N	E	N	N	N
5. Familygrams	N	R	N/A	N/A	R
6. Command Newspaper	R	E	N	N	R
7. SITE 100	N	N	N	N	N
8. R-LITE II	N	N	N	N	R
9. SITE 200	N	N	N	N	N
10. SITE 300	N	E	N	E	N
11. SITE 400	N	E	N	E	N
12. SITE 500	N	E	N	N	N
13. Full-Service NBS Detachment	N	I	*	*	N
14. Base Cabling	O	N	N	N	I
15. Video Familygrams	N	N	N/A	N/A	N

LEGEND:

N--Not Required. I--If overseas in certain locales. R--Required. P--Parent command/base provides service. D--When deployed. O--Optional. E--Employ services from unit in which embarked. A--As arranged by type commander or other superior in chain.

*--For extended operations ashore, unit may request service by a Navy Broadcasting Service Mobile Detachment. See Article 0819 (Armed Forces Radio and Television Service during contingencies).

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TYPES OF COMMANDS AND ACTIVITIES

CAPABILITIES	MAAGs/missions, Naval small overseas Facilities mil. activities Overseas		Naval Facilities (CONUS)	Support Activities/ Offices (o'seas)	NROTC Units
1. Captain's Call/ Welcome Aboard Packets	R	R	R	R	R
2. Bulletin Boards	R	R	R	R	R
3. Periodic, unclas- sified plans	R	R	R	R	R
4. General announc- ing system	N	R	R	N	N
5. Familygrams	O	R	N	N	N
6. Command Newspaper	N	R	N	R	O
7. SITE 100	R	N	R*	N	R*
8. R-LITE II	N	R	N	R/P	N
9. SITE 200	N	N	N	N	N
10. SITE 300	N	N	N	N	N
11. SITE 400	N	N	N	N	N
12. SITE 500	N	N	N	N	N
13. Full-Service NBS Detachment	N	I	N	I	N
14. Base Cabling	N	I	O/P	I	N
15. Video Familygrams	N	R	N	N	N

LEGEND:

N--Not Required. I--If overseas in certain locales. R--Required. P--Parent command/base provides service. D--When deployed. O--Optional. E--Employ services from unit in which embarked. A--As arranged by type commander or other superior in chain.

*--A SITE 100 system developed by NAVBCSTSV C or a commercially available video monitor and playback unit.

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TYPES OF COMMANDS AND ACTIVITIES

	Navy Recruit Districts/Areas	Marine Corps Districts	Naval Medical Command Regions	Naval Hospitals/ Medical/Dental Clinics
CAPABILITIES				
1. Captain's Call/Welcome Aboard Packets	R	R	R	R
2. Bulletin Boards	R	R	R	R
3. Periodic, unclas- sified plans	R	R	R	R
4. General announc- ing system	N	N	N	R
5. Familygrams	N	N	N	I**
6. Command Newspaper	R	R	N	R**/P
7. SITE 100	R*	R*	R	R*/P
8. R-LITE II	N	N	N	I
9. SITE 200	N	N	N	N
10. SITE 300	N	N	N	N
11. SITE 400	N	N	N	N
12. SITE 500	N	N	N	N
13. Full-Service NBS Detachment	N	N	I	I**
14. Base Cabling	N	N	P	O**
15. Video Familygrams	N	N	N	N

LEGEND:

N--Not Required. I--If overseas in certain locales. R--Required. P--Parent command/base provides service. D--When deployed. O--Optional. E--Employ services from unit in which embarked. A--As arranged by type commander or other superior in chain.

*--A SITE 100 system developed by NAVBCSTSVC or a commercially available video monitor and playback unit. [In the case of small clinics on bases with a centralized broadcast capability (e.g., cabling, NAVBCSTSVC Detachment), a SITE 100 of similar system would not be required.]

**--Communication vehicles will be developed to satisfy the command's information goals for patients, such as:

(1) News articles or broadcast segments on new services, status on service being provided to date;

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(2) Broadcast spot announcements on patient procedures to speed service, highlights featuring top-performing personnel (i.e., Corpsman of the Year), and other features which focus on the dedication and professionalism of the medical/dental team;

(3) Interviews with new medical personnel reporting aboard (i.e., officers, senior enlisted personnel, CHAMPUS representative, patient affairs, etc.);

(4) Preventive medicine health tips on diet, exercise, nutrition, industrial hygiene, base housing safety (e.g., disease control, pet care and inoculations, etc.);

(5) Other topics deemed appropriate by the officer in command. In the case of small clinics, the senior medical and dental officers' internal information objectives may be integrated into the base plan.

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TYPES OF COMMANDS AND ACTIVITIES

CAPABILITIES	SECGRU, INTEL and overseas activities not listed elsewhere.	Other CONUS activities not listed elsewhere.
1. Captain's Call/Welcome Aboard Packets	R	R
2. Bulletin Boards	R	R
3. Periodic, unclassified plans	R	R
4. General announcing system	N	N
5. Familygrams	R	N
6. Command Newspaper	R/P	O
7. SITE 100	N	R*
8. R-LITE II	I	N
9. SITE 200	N	N
10. SITE 300	N	N
11. SITE 400	N	N
12. SITE 500	N	N
13. Full-Service NBS Detachment	I	N
14. Base Cabling	I/P	O
15. Video Familygrams	N	N

LEGEND:

N--Not Required. I--If overseas in certain locales. R--Required.

P--Parent command/base provides service. D--When deployed. O--Optional. E--Employ services from unit in which embarked. A--As arranged by type commander or other superior in chain.

*--A SITE 100 system developed by NAVBCSTSVC or a commercially available video monitor and playback unit.

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a. How Americans View the Media. The electronic media profoundly influenced the men and women who now make up the armed forces. Most young people recruited today report having lived in homes with at least two television sets, and, like most Americans, point to television as the medium of choice for news, information and entertainment. Radio and television have influenced how young people gather information, compare conflicting data, form opinions and make decisions affecting their economic, social, political and personal lives. Electronic media offer gripping, instantaneous communication--news as it happens, although often in a highly simplified form. And, because of sight and sound, television is the most believed of all mass media according to public opinion polls. These attributes are particularly important to the commanding officer seeking to enhance quality of life and improve overall readiness. The television medium places the commanding officer in direct contact with the people of the command. It is also a unique means of communication the audience considers compelling and credible.

b. Impact of Privacy Act on Broadcast Operations. Material "aired" by military broadcast or cable systems is considered disclosed to the public. Therefore, public affairs personnel and any others who contribute to broadcast production and distribution must understand the provisions of the Privacy Act to avoid unwarranted invasions of privacy. In this regard, annual training on the Privacy Act and its implications for military broadcasting will be held for all contributors and public affairs staff personnel.

c. Broadcasting Overseas in Regions Served by a Navy Broadcasting Service Detachment. Governed by references (b), (e) and (f), Navy Broadcasting Service Detachments are established overseas to meet the internal information needs of the local commander and the news, information and entertainment needs of the internal audience. The officer, chief petty officer and petty officer in charge of a detachment (hereafter referred to as OIC), derives authority from Chapter Seven of reference (a). In regions where a service other than the Navy is executive agent for broadcast matters (e.g., in Italy the Army is executive agent), the OIC reports to the officer in charge of the executive agency headquarters (e.g., Commander, Southern European Broadcasting Network, Vicenza, Italy). In regions where the Navy is executive agent, the OIC reports to the Director, Navy Broadcasting Service and, for additional duty, to the base commanding officer. In either case, the principal function of the OIC is to meet the local commander's needs in disseminating command information, providing entertainment and news programming to the internal audience and supervising technical, fiscal, administrative, logistics and program operations of the detachment. In remote areas overseas, NAVBCSTSVC may establish a detachment and install a Remote Land-based Information, Training and Entertainment (R-LITE) system when personnel and other resources cannot support a full-service detachment. Modeled after the larger Shipboard Information, Training and Entertainment (SITE) systems, R-LITE consists of a local production capability as well as an entertainment package to meet the unique information needs of commanders in remote, isolated areas overseas.

d. Broadcasting in the United States (except Alaska). Afloat and overseas shore commanders have long recognized the value of television as a great morale builder and flexible, effective tool for command internal information. Historically, television as a medium has been available only at sea and overseas, because AFRTS is not offered stateside where commercial broadcasting is widely available. Nevertheless, television remains the primary source of information for the majority of today's sailors, Marines and their families. Commercial cable service, obtained by individual commands through contract negotiation, can serve CONUS base commanders in much the same way that

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broadcasting detachments serve their counterparts overseas.

- R) (1) A properly negotiated Navy/Marine Corps cable TV franchise **can** afford the base or station the opportunity to operate its own command information channel, often at no or little cost beyond the provision of sufficient journalistic support.

(a) Rudimentary command access channel arrangements customarily provide the base with an automated character generator (a device that generates printed information for the television screen) and the opportunity to playback prerecorded videotapes (such as Navy News This Week). It should represent a base's minimum request of a prospective cable franchise operator.

(b) Because it requires minimal operating time, the character generator and video playback capability should be the base's first step in establishing a stateside broadcast capability. Bases without such capabilities in their existing contracts should consult NAVBCSTSVC to determine necessary courses of action to improve service.

- R) (2) Larger bases may be able to procure from the cable franchise operator (or, with the concurrence of Navy Broadcasting Service, through standard Navy purchasing channels) equipment necessary for live and tape-delay local programming (spot announcements, newscasts and breaks, informational programs, etc.). Bases should designate personnel responsible for using such equipment.

- R) (3) Cable television and satellite service for U. S. bases (less Alaska) is acquired by the local public works officer who should keep the PAO informed as negotiations proceed. NAVBCSTSVC provides technical and contractual guidance. Further information is provided in Article G-0204a (Commercial Cable Service for Pierside Ships at CONUS Bases).

- R) (4) The Cable Communications Policy Act of 1984 may dictate a change to cable contracts regarding rates, channel requirements, monitoring requirements and renewal procedures. For more information about this Act and its effect on a particular base contract, consult the Navy Broadcasting Service (Attention: Director of Cable Operations) NAVSTA Anacostia, Bldg 168, Washington, D. C. 20374-1682.

e. Broadcasting At Sea. Governed by references (b) and (e), broadcasting at sea centers on the Shipboard Information, Training and Entertainment (SITE) family of television systems. Initial system acquisition is the responsibility of the Director, NAVBCSTSVC. Through an interservice support agreement, the Army's Television-Audiovisual Support Activity at the Sacramento Army Depot is responsible for system assembly, part acquisition and depot-level repair. Fleet Support Detachments (FSDs), collocated with the surface type commanders, offer intermediate level maintenance and on-site assembly and assistance. Reporting directly to the Director, NAVBCSTSVC, FSDs also provide video production assistance in their regions to support Navy News This Week. On SITE 100, no unit maintenance is required other than peripheral cleaning. Organizational level (or ship's force) maintenance managed under the 3-M system is required for SITE 200, 300, 400 and 500. Billets for SITE operators (JO 3221) and maintenance technicians (IC 4746) are provided to ships equipped with the SITE 400 and 500 systems. When systems are beyond ship's force capability to repair--and the capability of the FSD

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when inport--the ship has the authority to obtain an identical new or overhauled component from NAVBCSTSVC Detachment T-ASA, Sacramento Army Depot. Details for the return repair/exchange program are contained in SITE operators' manuals.

(1) Type commanders make recommendations on SITE installations to the Director, NAVBCSTSVC. NAVBCSTSVC allots systems to type commanders. Based on deployment schedules, age of current systems and inport availability for installation, the type commander makes new system assignments to specific ships. Commissioned ships inquiring about their relative priority for a SITE installation should direct their inquiry to their type commander. Precommissioning units should coordinate their requests and inquiries through the type commander located physically closest to the building yard, since the FSD tasked with the installation is the one closest to the building yard.

(2) There are five SITE systems in use in the Navy:

(a) SITE 100. A very basic, playback system modeled after Mini-TV that is employed at AFRTS "Operating Locations" overseas (small military missions). Mini-TV was redesignated SITE 100 in fiscal year 1987. The system will be installed during a five-year period beginning FY-88 in Mobile Logistics Support Force ships, ocean-going tugs, large mine sweepers and floating drydocks. Mini-TV offers a playback capability only. No operator expertise is required.

(R)

(b) Site 200 (Sub-SITE Two) [AN/UXQ-17(V)]. Formerly Sub-SITE. A capable, compact system designed expressly for submarine use and offering playback and limited, one-camera local production. No augmentation of regularly assigned ship's company is required for system operation or maintenance. SITE 200 is normally installed in three working days.

(R)

(c) SITE 300 (Mini-SITE Two) [AN/UXQ-16(V)]. Formerly designated Mini-SITE and Mini-SITE-1. A capable, compact system that offers the most elaborate local production capability (including electronic newsgathering) without requiring an augmentation to regularly assigned ship's force. SITE 300 is designed for most combatants, amphibious and service force ships (CG, CGN, LPD, LKA, LSD, LST, AE, AFS, AO, AOE, AOR, ARS, ATS, DD, DDG, FF, FFG). SITE 300 can be installed in five working days.

(R)

(d) SITE 400. (SITE Three A) [AN/UXQ-15(V)]. Formerly designated SITE, SITE-1, SITE-2 and SITE-3. SITE 400 offers substantial local production capability and requires the full-time service of a journalist (JO 3221) for system operation and local production and an interior communications electrician (IC 4746) for maintenance and operation/production assistance. SITE 400 is designed for the following types of ships: LHA, LHD, LPH, LCC, AS, AD, AR, AGF, AVM and AVT. SITE 400 can be installed in eight working days.

(R)

(e) SITE 500. (AN/UXQ-20(V)). A state-of-the-industry, professionally advanced broadcast system capable of network quality local production, electronic newsgathering and sophisticated post-production. Designed for BBs, CVs and CVNs. SITE 500 can be installed in 10 working days.

(3) SITE system playback is designed for news and entertainment programming provided in a videotape package by the AFRTS Broadcast Center, Los Angeles. To qualify for AFRTS programming, the ship must be scheduled to remain

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underway for shorter periods of time.) To start AFRTS programming or cancel a start-up request, SITE ships should call their respective AFRTS Circuit Managers. Submit comments about program contents to Navy Broadcasting Service (Attn: Chief of Programming) via the circuit manager.

(4) With the exception of SITE 100, SITE systems are also designed to broadcast motion picture film. Questions regarding Navy motion picture distribution should be referred to the Navy Motion Picture Service.

R) (5) There is no single, "authorized" television receiver for shipboard use. All televisions must meet the electrical standards of NSTM, Chapter 300.

(a) If a ship decides to use Morale Welfare and Recreation (non-appropriated) funds, the provisions of the Special Services Manual apply. The televisions may be purchased in the open market or through the Television-Audiovisual Support Activity (T-ASA), Sacramento Army Depot, in accordance with purchase procedures outlined in SITE Operators' Manuals.

R) (b) Normally, a ship must use commercially available facilities for the repair of televisions. Fleet Support Detachments can no longer provide repair parts support and labor. Their primary responsibilities are to SITE installation, operation and maintenance classes and video productions in support of Navy News This Week.

(c) If one of the televisions installed as part of the initial SITE package is beyond economical repair (usually over \$150.00), a DD Form 2090 (survey document) signed by a commissioned officer and sent to Navy Broadcasting Service Detachment T-ASA, Sacramento Army Depot, will result in a replacement television being sent to the ship.

R) (6) Ships may install a satellite dish of their choice. NBS will provide guidance and explain copyright and royalty considerations. The following points should be kept in mind:

(a) Electromagnetic interference (EMI) from shipboard emitters can cause problems with the receive signal.

A) (b) Most domestic satellite footprints cover **only** the continental U.S., and very little English-language satellite coverage is available overseas.

(c) Some foreign countries require a license and, in the case of Japan, charge a premium fee to operate a satellite TVRO (television-receive-only) dish.

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(d) Because of complex copyright royalty issues, pay services such as HBO, Showtime and others will not sell their services in lounge areas and aboard ship.

(R)

(e) U. S. satellite dish owners and operators are required to register with the U. S. Copyright Office and, in certain cases, the Federal Communications Commission. Unlawful reception is punishable by stiff fines and possible imprisonment under Section 633 of the Cable Communications Policy Act of 1984 (Public Law 98-549).

(f) Naval Sea Systems Command must authorize the installation of an antenna system by bona fide ship alteration (SHIPALT).

(g) As alternative to satellite dish installation, ships should:

1. Contact the local station or base commander regarding availability of a cable franchise or a master antenna television (MATV) service for pierside ships.

2. Contact the nearest FSD to become familiar with near-real-time programming available from certain Navy Broadcasting Service Detachments with authorized duplicating facilities.

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G-0204 COMMERCIAL CABLE**a. Commercial Cable Service for Pierside Ships at CONUS Bases.**

While base cabling has proceeded successfully in recent years, the revenue potential of ships has never been demonstrated. Obtaining cable service for the unique "residential sector" of ships is complicated by the film and television licensing practice which prevents cable operators from selling pay services such as HBO and Showtime aboard ships. Cable operators argue that this is due to complex royalty issues associated with audience measurement and related market protection by program producers and copyright owners. Individual ships, not having the authority to negotiate with cable operators, should contact the naval station or base PAO who will coordinate contracting with the local public works officer and the Director, NAVBCSTSV.

(1) **Technical Aspects.** Pierside cable TV connection to USN ships can be accomplished by a single connection to the SITE system by ship's force.

(a) The SITE 200 through 500 systems and associated receivers included in the SITE installation package are capable of passing up to 12 channels. Older SITE systems, which use the CMT series pressure taps, require a replacement coupler, the DCT series directional coupler which will pass all signals in the 5-806 MHz range (up to UHF channel 69). Assistance in obtaining DCT series couplers is available from Fleet Support Detachments.

(b) The reception of the nine mid-band cable channels (A through I where available) will require cable-ready receivers or converters or converter up-graded receivers. Ships may continue to purchase cable-ready television sets locally, modified as required by NAVSEATECHMAN S9086-KC-STM-000/CH300R1. (R)

(c) Ships wired in conformance to NBS promulgated Radio Frequency Distribution System (RFDS) specifications will be able to carry all cable frequencies from 54-450 MHz (channels 2-60) as available. Cable-ready TV sets should be in use on such ships. RFDS will not de-scramble cable company scrambled signals; therefore ships should coordinate reception of scrambled signals, if any, with the designated point of contact for cable service." (A)

(2) **Cable Operator Concerns.** Some cable operators will be reluctant or unwilling to install converters in ships, because of the potential for pilferage and the transient nature of ships. If the cable operator does rent the converter and it becomes lost, stolen or unaccounted for, the ship must reimburse the cable operator during franchise or renewal negotiations. Because SITE undergoes evolutionary upgrades and improvements, base personnel should configure the pier tier to provide ships with the least common denominator of channels--that is, the 12 most desired stations and basic cable service available on channels 2 through 13. Normally, that arrangement can be worked out on an informal basis with the cable operator, since formal mandates of any programming by the franchising authority or any level of government are prohibited by the law. (A)

(3) **Connections and Disconnections.** Contracts should be written to allow ship's force to make cable connections and disconnections.

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(4) **Service Rates and Billing Arrangements.** From a practical standpoint, the base should negotiate a flat monthly, quarterly or annual group rate paid through a central office when there are a high number of homeported ships. In this way, ships need not be concerned with specifying and arranging services with each departure and return. The base's central office can recoup funds through usual methods of posting internal changes.

- (5) **Negotiating the Service.** In negotiating the service, the base should argue that its customers, while transient, are still high in number, thus enabling the cable operator to offer advertisers military clientele as a unique viewing audience for commercial messages. Generally, the base cable contracts are not plagued by the problem of theft of service or susceptible to significant fluctuations in subscriber service preference that are typical among civilian users. Offering the cable operator the military market on a simplified billing basis, the Navy should be able to
- D) negotiate a group rate. In order to arrive at this rate, the base negotiators should be able to discuss unclassified statistics regarding:

(a) Number and ship types homeported at the base and the average number of television sets on board each type;

(b) Rate of port occupancy, adjusted to an annual figure, to reflect actual use for fairness to the cable operator and the base.

Because of the varying number of television sets in ships, the preferred alternatives, in decreasing order of preference, are: To count each ship as one outlet; to count the first outlet on each ship as the primary and all others as additional outlets; or to count all outlets as primary outlets. More complex and costly formulas could evolve from shipboard population estimates, so they are not recommended. Bases which are sending out their initial franchising notice, include a bid line item for pier service in the schedule of fees. Experience has shown that rate negotiations subsequent to award result in proportionally higher rates than those proposed in initial bids. See also Article 0204d [Broadcasting in the U.S. (except Alaska) regarding negotiation for a command access channel.]

- A) (6) **Cable TV Policy and Support.** In concert with Navy and federal regulations, Navy Broadcasting Service sets policy and provides assistance for commercial cable TV acquisition and administration in the following ways.

(a) NBS provides engineering and negotiating support to installations on an as-needed basis. NBS has saved installations as much as \$60,000 through successful negotiation and planning.

(b) In accordance with OPNAVINST 5450.195A, new and renewing cable agreements must be approved by NBS prior to signature by the base commander.

(c) NBS provides sample cable TV franchises as well as information packages on cable acquisition, on negotiating franchise renewal, and on satellite acquisition where appropriate. Public affairs officers should ensure that commanding officers and public works officers are aware of the resources and assistance available from NBS.

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0205 NAVY AND MARINE CORPS NEWSPAPERS

a. General. The purpose of military newspapers is to provide a free flow of news and information to all military personnel and their families without censorship or news management while furnishing the officer in command with a means of meeting command internal information objectives. The base or station newspaper is one of the commander's most valuable media for providing essential information to the internal audience. In addition to command information, the newspaper also provides the reader with DoD, Department of the Navy and local community news and information and enables the officer in command to receive feedback from the five-part internal audience through forums such as letters to the editor columns, editorials and commentaries. Through such techniques, the officer in command can keep abreast of feelings, concerns and priorities of the people of the command and, at shore stations, of civilians who live and work on base.

(1) News and feature-oriented stories on individuals and organizational elements (e.g., divisions, departments) of the command can enhance mutual understanding and overall performance. Recognition of individual and group performance can motivate others and establish clearly understood standards for personnel and unit performance.

(2) Military newspapers keep members and their families informed of personnel matters which can affect their future. They are an information resource for family assistance and thereby contribute to high morale and improved personnel retention.

(3) Military newspapers can readily dispel rumors and provide a measure of control to unstable situations brought about by hearsay or misunderstanding.

(4) For definitions of newspapers and other publications, see Appendix A (Definitions and Abbreviations).

b. Types of Military Newspapers. There are two types of military newspapers.

(1) **Civilian Enterprise (CE) Newspapers.** CE newspapers are published at no cost to the Department of the Navy or the command. CE papers are published under a written contract between a commercial publisher and a command or installation. Editorial content is the responsibility of the command public affairs staff. The publisher prints and distributes the newspaper and incurs all related expenses. The publisher offsets expenses by selling advertising space. Commands are prohibited from using appropriated or non-appropriated funds to pay for any part of the costs incurred by the CE publisher in producing the newspaper. Commands are encouraged to establish CE newspapers whenever feasible as a cost-saving effort. CE newspapers become property of the command, installation or intended recipient upon delivery in accordance with the terms of the contract.

(2) **Funded Newspapers.** These newspapers are fully funded by the public affairs allocation of a unit's operating fund. Installations and activities with at least 500 personnel (combined military and civilian workforce, including tenant commands or embarked detachments) are eligible to produce an appropriated fund newspaper. These newspapers are free from commercial advertising. All editorial content and layout is the responsibility of the command public affairs staff. Printing of the newspaper is accomplished by a commercial printer based on a contract with

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the command. Non-appropriated funds may not be used for any costs incurred in publishing an appropriated fund newspaper.

c. Authorization to Publish

(1) Officers in command are encouraged to establish and maintain unit newspapers provided the following conditions are met:

(a) The elements of newspaper design, editorial development and distribution will be organized principally to improve morale and welfare of the internal audience; see Article 0201b (Internal Information: Essential to Readiness).

(b) The command will make efficient use of funds, supplies and personnel in producing and distributing the newspaper, complying with references (c), (g) and (h).

(c) The command will incorporate security and policy review into the standard operating procedures for the editorial staff and ensure these measures provide for accurate review while guarding against undue delays in copy approval; see Chapter Five (Security and Policy Review).

(d) The command will ensure that the newspaper promotes the Department of the Navy Public Affairs Objective and other information themes of the officer in command and those in charge of tenant commands or embarked detachments; see Articles 0102b (Role of Public Affairs in Executing the Maritime Strategy), 0203 (Unit Internal Information Organization) and G-0203 (Internal Information Organization and Planning).

(e) The newspaper will be sanctioned by the commanding officer, officer in charge or head of the activity concerned;

(f) The command will obtain permission to publish from the area coordinator (in the case of station newspapers) or the type commander (for ship newspapers); this authority may be delegated. Marine Corps commands will obtain permission to publish as per reference (h).

(2) The following restrictions, based on reference (g), apply:

(a) Navy or Marine Corps commands are authorized to establish only one newspaper per location where more than one command or headquarters is collocated unless an exemption is granted by the area coordinator or designated representative for Navy shore commands, or DIRPA for Marine Corps commands. This rule does not apply to ships; each ship may have its own newspaper.

(b) If a newspaper is required at a location where more than one command or headquarters is collocated, the host commander or the officer designated by the area coordinator shall be responsible for all. Tenant commands are prohibited from publishing a newspaper without written permission.

d. Contracting for Printing. Specific guidance for contracting of command newspapers is provided in references (g) and (h). Officers in command should not initiate negotiations with commercial printers or publishers without first consulting these directives and the cognizant Navy or Marine Corps Publications and Printing

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Service Office or regional contracting officer. A sample contract for a Marine Corps CE newspaper is provided in reference (h).

(1) CE Newspapers. The underlying premise of the CE concept is that the Navy and Marine Corps will save money by transferring certain publication and distribution burdens to a private sector publisher selected by competitive bid. Rights and authorizations as legal contractual consideration, instead of money, pay for each CE publication. The right to sell and circulate advertising provides the publisher revenue to cover costs and secure earnings. The contracting organization guarantees publication and distribution of the editorial content in the publication. The publication becomes the property of the command, installation or intended reader upon delivery in a manner stated in the contract.

(a) In negotiating CE contracts, commands shall seek to have the publisher perform as many of the publication and distribution functions as possible to generate maximum savings. In the contractual relationship, command communication needs and requirements shall be paramount.

(b) Each CE publication will be the topic of a single written contract. Contracts will consist of provisions which reflect appropriate guidance from reference (g), (h) and this instruction and cover local requirements.

(c) Only reputable firms shall be used. Disreputable business activity in connection with CE publications may damage relations with the civilian community.

(d) To select the commercial publisher, a selection group shall be formed consisting of the senior member of the command or activity (who serves as chairperson), the staff or command judge advocate, procurement officer, printing representative, PAO (who serves as executive secretary and editorial advisor) and other functional specialists with skills relevant to the selection and contracting process. The selection group will hear presentations and review written data by any prospective commercial publisher or their representative, obtain and review independent data and make onsite inspections to gather information upon which to base its decision. They shall investigate the competence, reliability, technical, production and business capabilities and resources of each viable bidder prior to selection. Since exchange of rights is consideration in a CE contract, the best obtainable product and service in exchange for those rights will be the primary criteria for selection. If there is only one bidder, the group may decide that the offer is not sufficient to warrant producing the publication as CE and decide to produce it as a funded newspaper or decide not to produce it.

(e) If only a single bidder responds, the command may pursue a CE publication arrangement as a negotiated contract solicited as a Request for Proposal. In so doing, all provisions of the contract are negotiated between representatives of the firm and representatives of the command (e.g., the command procurement specialist and staff or command judge advocate). The objective of the procedure is the same as the Invitation for Bid: to obtain the best possible service and product. The command is under no obligation to accept the firm's contract proposal.

(f) A CE commercial publisher will not pay money to the command or installation. Revenue sharing between a government agency and a CE publisher is not authorized.

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(g) In selecting a publisher, fair and equal opportunity shall be afforded any responsible, qualified bidder who may wish to submit a bid. The command shall invite bids from the widest possible selection of commercial publishers available. Modern technology may make feasible Invitations for Bid by commercial publishers located a considerable distance from the command or installation.

(h) CE contracts may be entered into for one year with annual options for renewal based on satisfactory performance for up to 4 years, after which they must not rebid. The contract will be renewed only if the publisher has executed the provisions of the contract in a satisfactory manner. Contracts will contain a provision for termination for cause whenever the products and services to be provided under the contract become unsatisfactory or contract provisions are not met. The conditions for termination will be included in each contract. Unsatisfactory performance must be documented. The selection group will perform reviews to decide on annual contract option renewals and terminations for cause. If a CE newspaper contract is terminated, it may be necessary to establish a funded newspaper temporarily to maintain continuity in command internal communication. If one or more bidders for a CE newspaper contract are not available, it may be necessary to establish a permanent funded newspaper.

(i) Invitations for bid proposals for CE publications must include a description of the categories of news, comics, features and factual information to be carried plus other required provisions of the contract.

(j) The CE newspaper contract must stipulate that any comic or feature supplement intended for distribution with the CE newspaper by the commercial publisher shall have the prior approval of the base commander. Separate contracts for supplements are not necessary.

(k) All CE contracts will specify ground rules for inclusion of advertising in each publication. Advertising may be run of publication (placed where desired by the publisher), printed in sections reserved for advertising or included as supplements. All contracts will contain a provision which prohibits the CE commercial publisher from entering into an exclusive advertising agreement with any firm, broker or individual. Other requirements pertaining to advertising:

1. The publisher will enable the command to provide listings of personal items and services for sale by members of the command at no charge to the command or personnel, provided such items and services represent an incidental exchange between naval personnel and not business operations.

2. Advertisements or advertising inserts for exchanges, commissaries or other non-appropriated fund activities will be placed through the newspaper's publisher (whether paid or unpaid) and not the editorial staff.

3. Naval personnel may not accept employment by or gratuities from a commercial publisher under CE contract with a command. Other than investigation of the business capability of prospective publishing companies during the bidding process and general monitoring of ongoing business capability to fulfill the contract, personnel of the command or installation may not be connected with the business affairs of the CE publication or other business affairs of commercial publishers under CE contract.

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4. Contracts will state that the amount of advertising content, measured in column inches, will not exceed 60 percent of the total newspaper. Ratios which allow more editorial space and less advertising space are permissible if written as such in the contract.

5. The officer in command derives authority from reference (i) to prohibit distribution of a CE publication on command property when it contains advertising that promotes dissident or protest activity, potential riots or other disturbances or when circulation of such advertising may present a danger to loyalty, discipline or the morale of the command. Accordingly, the PAO will:

a. Before any issue of a CE publication is printed, review advertisements to identify any that are contrary to law or pose a danger to loyalty, discipline or the morale of the command, thus interfering with mission accomplishment;

b. Request (in writing, if necessary) that the publisher delete offensive advertisements. If the publisher does not delete the offensive advertisement, the officer in command may prohibit distribution.

(1) The contract will provide that the PAO or other designated individual specify design and layout of the editorial content and the publisher provide design, layout, typesetting, pasteup, distribution and other services. The contract may allow the PAO to specify advertising layout to enhance communications effectiveness of the entire publication, but this is a matter for negotiation.

(2) Appropriated Fund Newspapers. Officers in command may contract for printing of funded newspapers in accordance with reference (g). Advertising policy for funded newspapers is as follows:

(a) Noncommercial news stories and announcements concerning nonappropriated fund activities, exchanges and commissaries may be published in funded newspapers. Funded newspapers will carry no commercial advertising.

(b) As a service, funded newspapers may carry free listings of personal items and services for sale by personnel of the command or installation, provided such items and services represent an incidental exchange between personnel of the Naval Establishment and not business operations.

e. Procedures, Guidelines and Editorial Policy. The military newspaper as a prime internal information tool will be used to fulfill internal information objectives. See Articles 0203 (Internal Information Organization) and G-0203 (Internal Information Organization and Planning). CHINFO and DIRPA have overall responsibility for issuing policy regarding Navy and Marine Corps newspaper management and editorial content. See reference (g) for basic DoD newspaper policy. Specific guidance on Marine Corps newspapers is provided in reference (h).

(1) Immediate superiors in the chain will review newspapers of subordinate commands to ensure compliance with applicable standards and directives.

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(2) Officers in command are responsible for compliance with all policies and regulations applicable to newspapers for their commands as outlined in references (c), (g) and (h), including the provision for a review of editorial material for conformance to policy and national security concerns; see Chapter Five (Security and Policy Review).

(3) The military newspaper of a host command or ship will fulfill the information needs of tenant commands or embarked detachments. Host command public affairs staffs will provide balanced coverage of all other commands, their personnel and activities in the general locale.

(4) News coverage and content will be factual and objective. The editorial staff will select news and headlines employing that standards of good taste governing U. S. commercial newspapers, avoiding morbid, sensational or alarming details not essential to factual reporting.

(5) Facts must be readily distinguishable from opinions. If an opinion is expressed, identify the source. Accuracy in balance in coverage are paramount.

(6) Concentrate on local news and information. Whenever feasible, localize service news by explaining how service policies or issues may affect local readers.

(7) The objectives of an editorial appearing in a DoD newspaper are to reinforce the policies of the commander and to improve command effectiveness and the welfare of the people of the command. Editorials should be written to help readers understand policies, encourage their exercise of voting rights, adopt positive, healthy lifestyles, etc. Guest editorials will include the name and position of authors.

(8) All newspapers will incorporate at least one means for reader feedback and comment (e.g., letters to the editor, guest column, person-in-the-street interviews).

(9) Book, radio, television, movie and other entertainment reviews may be carried if written objectively and if there is no implication of endorsement by DoD or any of its components or subordinate echelons.

(10) News content will be based on releases, reports and materials provided by commercial news-gathering agencies, when authority exists to use such services; DoD components, such as AFIS; subordinate echelons within the Department of the Navy (e.g., NIRA, DIRPA) and members of the staffs of DoD newspapers.

(11) Military newspapers cannot contain campaign news or editorials dealing with candidates or campaign issues, whether written by the command editorial staff or obtained from other sources, including candidates themselves. Exceptions are: official messages from elected officials that observe national holidays, recognize outstanding achievements and nonpartisan appeals to exercise the right to vote. CE newspapers may carry paid political advertisements by legitimate candidates or parties, provided the officer in command is assured that equal opportunity to advertise has been afforded to all parties.

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(12) During an election year, command newspapers shall carry voter registration and absentee voting information for each state, territory or possession. DoD newspapers shall use voting materials provided by the Director, Federal Voting Assistance Program, Office of the Secretary of Defense and the Department of the Navy. Newspapers shall encourage Department of the Navy personnel to register and exercise their right to vote.

(13) DoD newspapers will not provide coverage or editorial comment on polls, surveys or straw votes conducted in relation to any political campaign. Consult references (j) and (k). Officers in command may authorize polls on matters that are strictly local and non-political in nature, such as "athlete of the week" competitions.

(14) Commands will refrain from editorial comment on subject matter identified with special interest groups outside the DoD.

(15) Material published in military newspapers is considered disclosed to the public. Therefore, public affairs personnel, including stringers and other contributors not assigned to the public affairs office, must know and respect the provisions of the Privacy Act to ensure unwarranted invasions of privacy do not occur. In this regard, annual training on the Privacy Act and its implications for military newspapers will be held for the public affairs and editorial staffs and contributors.

(16) Avoid labor union news that might provoke controversy such as editorial endorsements, criticism of union actions, recruiting or membership.

(17) News about activities and policies of recreational facilities and other welfare and recreation activities and the promotion of positive, healthy lifestyles are encouraged.

(18) A readership survey should be conducted at minimum two to four months after a major editorial or stylistic change to the newspaper or every two years if no major changes are made. Survey results will be reported to readers and may be done so in summary form.

(19) Newspapers will not publish any material that implies that any Service or DoD endorses or favors a specific commercial product or service.

(20) Alcohol and use of tobacco products will not be glamorized in internal media. Club activity coverage is permissible as long as it emphasizes club activities and not beverages.

(21) Editorial copy prepared by a command for its CE newspaper is information that is intended primarily for the internal audience of the command. There is no legal basis for other publishers to gain this information on request (that is, to "scoop" the military newspaper), and such a practice can seriously weaken the CE concept. Accordingly, other publishers and firms who request internal information material being furnished to the command's CE publisher will be referred to the appropriate Freedom of Information Act (FOIA) office where they may choose to file an FOIA request for the material. See also reference (c) and Chapter 7 (Privacy and Freedom of Information Acts). This provision does not enable the command from withholding legitimate news from the public. See Chapter 3 (Public Information).

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(22) All photographs will be properly credited. Writers and photographers should receive credit by name and rank in a funded newspaper. The name and rank of the photographer should be credited in a CE newspaper but the credit lines must not imply that the photographer is employed by the contractor.

R) (23) Military newspapers carrying information on lotteries of any kind, whether in advertisements, news articles, editorials or announcements ("display ads") shall not be entered in the U. S. Mail system, according to postal regulations. The only exceptions are advertising in CE papers for state-sanctioned lotteries and "games" conducted on Indian reservations. The prohibition against mailing applies to bingo, raffles, anchor pools and other games of chance conducted at or near a military installation, even in cases where the games are command sanctioned.

(24) The masthead of all Navy and Marine Corps funded and CE newspapers will contain the following elements:

(a) The name of the officer in command or head of the activity in type no smaller than six-point;

(b) The name of the newspaper and the producing command;

(c) The following statement:

"The editorial content of this newspaper is prepared, edited and provided by the public affairs office of (command)"

(25) In type no smaller than six point, the name, rank or rate (if military) and editorial position on the newspaper staff of all personnel assigned duties involving preparation and editing shall be listed under the heading "(command) Editorial Staff."

(26) The following disclaimer will be placed in all funded and CE newspapers in type no smaller than six point:

"This newspaper is an authorized publication for members of the military services (add the words "stationed overseas," "at sea" or "and their families" if applicable). Its contents do not necessarily reflect the official views of the U. S. Government, the Department of Defense or the U. S. Navy (or Marine Corps) and do not imply endorsement thereof."

(27) The following disclaimer will be used in all Navy and Marine Corps CE newspapers in type no smaller than six point:

"The appearance of advertising in this newspaper, including inserts of supplements, does not constitute endorsement by the Department of Defense, the Navy (or Marine Corps), (name of command) or (name

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of publisher) of the products and services advertised.

"Everything advertised in this newspaper shall be made available for purchase, use or patronage without regard to race, color, religion, gender, national origin, age, marital status, physical handicap, political affiliation or any other non-merit factor of the purchaser, user or patron. If a violation or rejection of this equal opportunity policy by an advertiser is confirmed, the publisher shall refuse to print advertising from that source until the violation is corrected."

"Published by (name of publisher), a private firm in no way connected with DoD, the U. S. Navy (or Marine Corps), under exclusive contract with the U. S. Navy (or Marine Corps)."

(28) Commands are encouraged to trademark their newspaper's name and flag design. The designated DON point of contact for trademark matters is the Office of Patent Council (Code 305), Office of Naval Research, 800 Quincy Street, Arlington, Virginia 22217-5000.

(29) For policy on distribution of funded and CE newspapers, see reference (g) and (h).

f. Mandatory Distribution. Copies of each issue of all command newspapers will be forwarded as follows:

(1) (Marine Corps only) Eight copies to CMC (two each for ARE, DIRPA, HD and MS); (R)

(2) (Navy only) One copy to Commander, Naval Military Personnel Command (NMPC-164), Washington, D. C. 20370-5000, and one copy to the Commanding Officer, Navy Internal Relations Activity 601 N. Fairfax St., Alexandria, VA 22314-2007. (R)

(3) (All) One copy to the American Forces Information Service, 601 N. Fairfax St., Alexandria, VA 22314. (R)

g. News Bulletins or Summaries. Isolated commands and ships which do not have a commercially available source of news and information (either directly or via AFRTS) in the English language may be authorized to produce News Bulletins or Summaries. The next higher echelon of command--normally the operational commander--may authorize that News Bulletins be locally prepared based on available national or international news transmissions. Copies distributed must remain within the premises of the command. News Bulletin production will cease when AFRTS or commercially available programming is available. News Bulletins will carry the following disclaimer:

THIS NEWS BULLETIN IS PREPARED BY THE COMMAND
PUBLIC AFFAIRS OFFICE TO INFORM KEY PERSONNEL

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OF NEWS ITEMS OF INTEREST TO THEM IN THEIR OFFICIAL CAPACITIES AND ASSIST THEM IN EVALUATING NEWS DEVELOPMENTS AT A TIME WHEN NORMAL MEANS OF RECEIVING NEWS ARE NOT AVAILABLE. COPIES OF THIS NEWS BULLETIN ARE NOT TO LEAVE THE SHIP (OR PREMISES OF (COMMAND). SELECTION OR DISTRIBUTION OF ITEMS DOES NOT IMPLY ENDORSEMENT. FURTHER REPRODUCTION FOR PRIVATE USE OR GAIN IS SUBJECT TO ORIGINAL COPYRIGHT RESTRICTIONS.

A) **h. Other CE Publications and Advertising**

(1). **General.** Base newspapers and publications listed in this section are the only publications authorized to contain advertising. Advertising in any other types of publications or printed matter is specifically prohibited by government regulations (reference g). CE publications contain advertising and are prepared and published under contract with civilian printers. The right to circulate advertising in these publications constitutes a contractual obligation. The advantage is the cost savings realized by the Government. CE publications become the property of the command or installation upon delivery according to the terms of the contract.

(a) **Base guides or directories.** Publications that provide information about the mission of the command; the availability of command, installation, or community services; local geography; historical background; and other materials. Installation official phone directories can be included as a section of a CE guide. The directory must be integral to the guide and not separable. Separate CE telephone directories are not authorized.

(b) **Installation maps.** Publications designed to orient new arrivals or visitors.

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0206 EVENTS FOR THE INTERNAL COMMUNITY

a. General. Navy Week, Navy Birthday and the Marine Corps Birthday, events intended primarily for the internal audience, are designed to enhance team spirit and pride in the traditions of the Sea Services.

(1) On 13 October 1775, the Continental Congress authorized the fitting out of ships for the Continental Navy. Because this was the first legislation for what was to become the U. S. Navy, 13 October is celebrated as the Navy's birthday. If 13 October falls on a weekend, internal activities observing the birthday can be scheduled at local command discretion.

(2) An external commemoration separate from Navy Birthday, Navy Day is usually celebrated on or about 27 October and is sponsored by the Navy League of the United States. The specific date of the observance is determined by each local Navy League Council.

(3) The Marine Corps Birthday is 10 November. Guidance for commemoration of the Marine Corps Birthday is provided in the Marine Corps Public Affairs Manual, Volume I, (Community Relations).

(4) Navy Week, the week around 13 October, is the focus of other Navy-oriented festivities and observances.

(5) There are similar events of importance to various communities within the Services, such as the Surface Warfare Ball, Supply Corps Ball, etc. These internal events should be supported at command discretion.

(6) Guidance on visual information (VI) coverage of events of significance to the internal community is provided in Article 0309g (Audiovisual Coverage of Command Events).

b. Command Observances. The following general policies apply to events for the internal community.

(1) During internal events, commands should promote maritime topics of local interest, emphasizing the Navy and Marine Corps' heritage, current capabilities and future potential. The importance of naval personnel as members of a professional team supporting the Maritime Strategy should be underscored.

(2) All naval personnel, including reserve, retired, NROTC, NJROTC and Sea Cadets should be encouraged to wear their uniform on Navy Birthday to demonstrate to the American public their pride and the extent of Navy and Marine Corps links with communities.

(3) The following observances are especially suited for local commemoration of Navy Birthday:

(a) Special formal ceremonies which honor individuals who are part of the Navy's heritage.

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- (b) Holiday routine, with special holiday menus.
- (c) Publishing and posting of Navy Birthday messages from seniors in the chain.
- (d) Posters and static displays.
- (e) All hands picnics involving families.
- (f) Full dress ship.
- (g) News coverage by internal media (i.e., newspaper, SITE, etc.).
- (h) Special familygrams highlighting contributions of assigned personnel.
- (i) Navy Birthday dining-out, ball and other official social events.

c. Observances External to the Command. Some naval activities lack facilities spacious enough to accommodate an internal, Navy- or Marine Corps-sponsored function in a community with a large military population. In such cases, commands desiring to sponsor such a function off base should forward a request to the Immediate Superior in the Chain of Command (ISIC) with justification for the off-base request. The letter must state that the function is officially sponsored by the command and will be attended in the main by military personnel and their spouses or other escorts. The event must not be or have the appearance of a community relations activity involving civilians or community leaders, although local membership of Navy and Marine Corps related organizations (e.g., Navy League) may participate as special guests. No command support can be authorized for Navy Birthday and similar observances that are either sponsored by civilian organizations or attended primarily by persons not on active duty. Participation in such observances by individuals, however, may be permitted in certain cases. These cases include but are not limited to the following forms of individual participation:

(1) Navy and Marine Corps personnel may attend civilian-sponsored birthday luncheons, dinners and other functions, and serve as speakers at such functions, even if command participation (e.g., bands for entertainment) is not authorized.

(2) Navy and Marine Corps bands and color guards may appear at civilian-sponsored birthday functions to provide patriotic openers or specific presentations, provided they are not the sole attraction and their appearance at the event is not otherwise prohibited [See Article 0402 (Principles Governing Participation in Community Relations Events)]. Further, bands cannot provide entertainment at functions in the civilian domain that are sponsored and attended primarily by persons not on active duty. This includes functions sponsored by organizations having a special relationship with the Navy and Marine Corps. See Article 0414 (Official Public Appearances by Naval Personnel).

(3) Personnel who attend local places of worship should be encouraged to wear their uniforms to services, masses and other forms of worship on Navy Sabbath (the Saturday and Sunday nearest the Navy Birthday) and request clergy to consider incorporating the Navy Hymn in services.

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d. Entertainment at Events for the Internal Community. Navy and Marine Corps band units are authorized to participate in social and entertainment functions if they are sponsored by a Navy or Marine Corps command and have as their principal purpose the promotion of morale and esprit. Functions may be free or a charge levied to defray the costs of food, beverages and other incidental expenses. Bands, honor guards and exhibits may be authorized for functions off base only if there are no suitable facilities on base to accommodate the number of active duty personnel and their guests eligible to attend (see subparagraph c above).

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